FEBRUARY ...

1933

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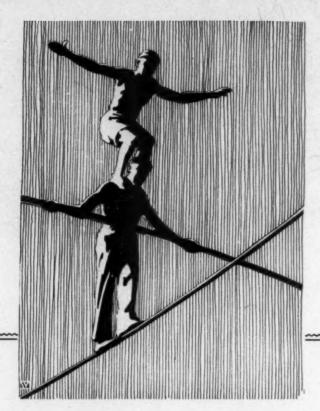
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A. B. Kennedy—The Candy Clinic, Joe

MANUFACTURING CONFECTIONER



It's Risky Business.... (And in a sense...so is YOURS!)

SOME MM&R
FLAVOR SUGGESTIONS

BURNT ALMOND FLAVOR MM&R BUTTER SCOTCH FLAVOR MM&R

CACHOU MM&R GRAPE FLAVOR Imitation (Concord Type MM&R) MARASCHINO FLAVOR MM&R

NEW ENGLAND RUM FLAVOR MMER ORANGE BLEND MMER ROOT BEER C FLAVOR MMER VIOLET "S" OIL MMER

BLACK WALNUT IMITATION MM&R OIL OF SWEET ORANGE TERPENILESS MM&R (The Highest Concentration of Oil Sweet Orange) The new era now starting will be established on a foundation of careful research and revised standard of values, as well as new methods and procedures in almost every endeavor.

Modern food products (particularly confections) now have to sell themselves more than ever before on the correct and modern flavor. One misstep, one error in judgment in choosing your flavor medium will cause many a well-planned campaign to fail. That is why it pays to buy the proper flavoring materials for your seasonal specialties, or even standard goods . . . that is why it is so satisfactory to buy MM&R products, for, regardless of price, this company's seal is a guarantee of the best in quality—always.

Use MM&R Flavors in your batches; they will help you to produce the finest confections at a minimum of cost.

MAGNUS, MABEE & REYNARD, INC.

32 Cliff Street, - New York City 39 So. Clinton Street, Chicago, Ill.

MANUFACTURING CONFECTIONER

Vol. XIII

FEBRUARY, 1933

No. 2

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Statements and opinions offered in this magazine are not necessarily indorsed by the Editors and Advisory Editors or by the publishing organization with which they are affiliated. The author who signs an article assumes full responsibility for the statements which it contains.

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ESSENTIAL OILS and Kindred Products

FLAVOR is the precious and only component of your HARD CANDY which will force sales upward.

The

"D & O" improved line of FLAVORS for hard candy will do it for you as it has done it for others.

Send us a trial order for any desired flavor and watch the result.

DODGE AND OLCOTT COMPANY
180 Varick Street New York City

"The integrity of the house is reflected in the quality of its products." Copyright 1930

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The Manufacturing Confectioner's Approved Advertising of

Confectioners' Machinery and Supplies

and Miscellaneous Advertising Directed to Manufacturing Confectioners

POLICY: THE MANUFACTURING CONFECTIONER is essentially a manufacturers' publication and therefore is a logical advertising medium only for confectioners' supplies and equipment. The advertising pages of THE MANUFACTURING CONFECTIONER are open only for messages regarding reputable products or propositions of which the manufacturers of confectionery and chocolate are logical buyers.

This policy EXCLUDES advertising directed to the distributors of confectionery, the soda fountain and ice cream trade. The advertisements in The Manufacturing Confectioner are presented herewith with our recommendation. The machinery equipment and supplies advertised in this magazine, to the best of our knowledge, possess merit worthy of your careful consideration.

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ESSENTIAL OILS

OIL ANISE OIL LEMON
OIL ORANGE
OIL CASSIA
OIL PEPPERMINT
OIL LIMES DISTILLED
OIL LIMES EXPRESSED

Highest Quality

Reasonably Priced

Ask Us for Samples

UNGERER & CO.

13-15 West 20th Street
NEW YORK

y

What a satisfaction it is to use chocolate coatings you can depend on season after season, year after year! Always the same rich flavor. Always the same smooth texture. No anxiety about the increasing critical consumers. It pays to use

MERCKENS Fondant Process Coatings

These features make Merckens Fondant Process Chocolate unsurpassed in quality. Variety that covers every requirement.

For high quality vanilla coatings we recommend:

- 1. Tehuantepec Vanilla 3. Bourbon Vanilla
- 2. Richmond Vanilla
- 4. Brighton

Milk Coatings

1. Alderney Milk 2. Geneva Milk 3. Normandy Milk

Merckens Chocolate Company., Inc. Buffalo, N. Y.

BRANCHES

NEW YORK BOSTON LOS ANGELES

25 W. Broadway 131 State Street 412 W. Sixth Street

CHICAGO

Handler & Merckens, Inc. 180 W. Washington St.

-600

-500

-400

-300

-200

Sales to Chocolate Industry JUMPED to Capacity!

And they didn't take a whole year, either, to make that jump...it was only ten months.

Anhydrous Cerelose has gained so rapidly in favor with the chocolate industry that plans are under way for a new plant for its manufacture.

Anhydrous Cerelose is a soft-crystal

sugar which improves fluidity and breaks down easily under milling, producing new smoothness of texture with a minimum of power consumption. Consumers like it for the pleasingly cool taste it imparts to chocolates and the new deliciousness it gives to the popular "semi-sweets".

ANHYDROUS

CERELOSE

SALES SERVICE DEPARTMENT

CORN PRODUCTS REFINING COMPANY

17 BATTERY PLACE, NEW YORK

CORDIAL CHOCOLATE FRUITS

of distinction and variety—to build 1933 sales Blanke-Baer Dipping Fruits bring to your candy assortment the prestige and ready appeal of the Choicest Fruits from faraway lands. **OLYMPIA Dipping Strawberries**

Pineapple Cubes **Apricot Cubes** Peach Cubes

Prune Pieces Domestic Cherries Dipping Raisins Kumquats

Maraschino Type Cherries

We will gladly furnish complete information and prices about our Dipping Fruits and Flavoring Extracts on request.

BLANKE BAER EXTRACT & PRESERVING CO.

3224 South Kingshighway

St. Louis, Mo.



CONSULT US FREELY ON YOUR FLAVOR PROBLEMS

Send for Our Complete Catalog

Some manufacturers are still trying to "figure it out"—struggling along with the false idea that cheap raw materials will produce salable merchandise—others have fallen by the wayside unable to withstand the competition of those progressive, wide-awake firms who have recognized that the consumer wants quality along with his low prices.

"FLAVOR"

is all-important in creating sales appeal.

If flavor disappoints, attractive packaging, advertising and sales effort are wasted. You cannot, therefore, afford to use anything but the best of flavors in your candies.

For sixty years we have specialized in the development of new flavor effects and the production of old ones. Our flavors have been recognized as the finest obtainable.

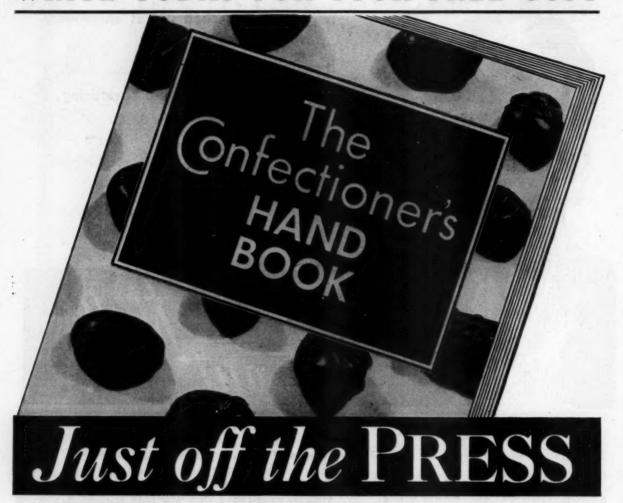
We are prepared to prescribe suitable flavors for the most exacting requirements or conditions.

FRITZSCHE BROTHERS, INC.

A FLAVOR FOR EVERY PURPOSE

Fritzsche Brothers of Canada, Ltd. 77-79 Jarvis Street, Toronto 78-84 BEEKMAN ST. NEW YORK 118 West Ohio Street CHICAGO

WRITE TODAY FOR YOUR FREE COPY



* Baker Technical Service is based on over 150 years' experience as manufacturer for the confectionery trade. As the oldest and leading manufacturer of chocolate, it is the business of this service to understand confectioners' problems, to keep abreast of taste trends and new developments, to help create new ideas and pieces, to figure costs, coverage, yield, and generally to advise manufacturing confectioners. Every problem is handled individually. Use this service freely.



The Confectioner's Handbook is ready for distribution.

Here is something the industry has been waiting for and needing; a practical working manual of helpful suggestions; the answers to many common problems.

This book is the condensed experience of the oldest and leading manufacturer of chocolate liquors and coatings for confectioners. It is a product of Baker Technical Service*—the result of handling thousands of questions on chocolate problems. It is a production guide to better confections, more uniform results, and greater sales.

Write today on your business letterhead for your free copy of The Confectioner's Handbook.

WALTER BAKER & CO., INC.

DORCHESTER, MASSACHUSETTS . .

MONTREAL, CANADA



The Super Quality

YOU WANT IN MARSHMALLOW EGGS WILL BE INSURED BY INVERPECTOSE

YOU want to be sure that the color and texture will be beyond criticism
... Your use of this new Colloidal Sugar in your Marshmallow Egg
batches will insure this—

Better setting quality . . . Volume more easily obtained, and . . . Greatly prolonged shelf-life . . . are other important production and merchandising advantages which you also want and which your use of INVERPECTOSE will positively insure.

Without obligation on your part, let us send you complete information and formulas, with special reference to Marshmallow Easter Egg production. The coupon, or a post card request will bring them to you promptly. Simply address:

WHITE-STOKES COMPANY, INC.

3615-23 Jasper Place, Chicago, Ill.

Quality April 10 Colloids Quality April 10 Colloids April 10 Collo

(THE COLLOIDAL SUGAR)

Improves Quality Prolongs Shelf-Life

INVERPECTOSE, the Colloidal Sugar, is a thick, white, creamy product, which combines all that is new, up-to-the-minute, scientifically dependable and worth while in both the sugar and citrus industry. Its use in your Marshmallow Egg batches will improve quality and prolong freshness.

Full Particulars and Formulas are yours for the asking

WHITE-S	TOKES COMPANY, INC., 3615-23 Jasper Place, Chicago
	Kindly send Marshmallow Egg Formulas and complete information regarding INVERPECTOSE, the Colloidal Sugar, marked for my personal attention, and oblige:
Name	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~
Firm	
Address	***************************************
City	State

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1933 MARCH 1933

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12 13 14 15 16 17 18
19 20 21 22 23 24 25
26 27 28 29 30 31 5

CANDY MAN'S CALENDAR

2		February	3rd Month						
2nd M 28 da	-	4 Saturdays 4 Sundays	31 day	. 4	4 Saturdays 4 Sundays				
Day of Month	Day of Week	EVENTS	Day of Month	Day of Week	EVENTS				
1	w	Weekly meeting Colorado Confectioners' Assn., Oxford Hotel, Denver, Colo. (each Wednesday).— Monthly meeting Retail Confectioners' Assn. of Philadelphia, Inc., Elks Hotel, Philadelphia, Pa.	1	w	Weekly meeting Colorado Confectioners' Asan., Oxford Hotel, Denver (each Wednesday).—Monthly meeting Retail Confectioners' Asan. of Philadelphia, Inc., Elks Hotel.—Ash Wednesday.				
2	Th	Monthly meeting Cincinnati Candy Jobbers' Assn., Grand Hotel, Cincinnati, Ohio.—Monthly meeting Westchester Candy Jobbers' Assn., Yonkers, N. Y.—Annual banquet of Retail Confectioners' Assn. of Philadelphia, Inc., Philadelphia, Pa.	2	Th	Monthly meeting Cincinnati Candy Jobbers' Assn., Grand Hotel, Cincinnati.—Regular monthly meeting New York Candy Club, Inc., Hotel McAlpin, New York City.—Monthly meeting Westchester Candy Jobbers' Assn., Yonkers, N. Y.				
3	Fr	Weekly meeting Utah Manufacturers' Asan., Salt Lake City Chamber of Commerce, Salt Lake City (each Friday noon).—Monthly meeting Falls Cities Confectioners' Club, Louisville, Ky.	3	Pr	Weekly meeting Utah Manufacturers' Assn., Salt Lake City Chamber of Commerce, Salt Lake City (each Friday noon).—Monthly meeting Falls Cities Confectioners' Club, Louisville, Ky.				
4	Sa			Sa	Just another reminder about Summer goods. Boxes should be decided upon now and goods ready for shipment by middle of April.				
5			5	8					
6	M	Monthly meeting of The Candy Production Club of Chicago, Chicago, Ill.—Annual meeting Western Confectioners' Assn., San Francisco, Calif.	6	M	Monthly meeting the Candy Production Club of Chicago, Chicago, Ill.				
7 8	Tu W	***************************************	7	Tu	St. Patrick's Day goods should be all shipped by now.—Third Packaging Conference, Hotel Penn- sylvania, New York City (7-10).				
9	Th	Monthly meeting of Board of Governors of New		w	Sylvania, New York City (7-10).				
		Monthly meeting of Board of Governors of New York Candy Club, Inc., Hotel McAlpin, New York City.	9	Th	Monthly meeting Board of Governors of New York Candy Club, Inc., Hotel McAlpin, New York City.				
10	Pr Sa	Start planning now for a good line of summer candies and assortments.	10	Pr	You can get better prices and service on Christ- mas packages from the box manufacturers now than you can in September.				
11	S	Lincoln's Birthday.		Sa	than you can in September.				
12		Lincoln's Birthday.	11	S	*****				
13	M	Monthly meeting Confectioners' Busing Assn. Inc.	12	M	***************************************				
		Monthly meeting Confectioners' Buying Assn., Inc., 17 E. Austin Ave., Chicago, III.—Monthly meeting Chicago Candy Club, Hotel Sherman, Chicago, III. —St. Valentine's Day—a good day for candy.	13	Tu	Monthly meeting Confectioners' Buying Assn., Inc., 17 E. Austin Ave., Chicago, Ill.—Monthly meeting Chicago Candy Club, Hotel Sherman, Chicago, Ill.				
15	w		15	w					
16	Th	Monthly meeting Utah-Idaho Zone Western Con- fectioners' Assn., Cullen Hotel, Salt Lake City, Utah.—Regular monthly meeting New York Candy	16	Th	Monthly meeting Utah-Idaho Zone Western Con- fectioners' Assn., Salt Lake City.				
17	Fr	Club, Inc., Hotel McAlpin, New York City.	17	Fr	Annual meeting Assn. of Cocoa & Choc. Mfrs. of the United States, New York City.—St. Patrick's Day.				
18	Sa		18	Sa					
19	8	*******************	19	8	0.0000000000000000000000000000000000000				
20	M	Annual meeting Coin Machine Mfrs.' Assn., Hotel Sherman, Chicago, Ill.	20	M	***************************************				
21	Tu	Monthly meeting Confectionery Salesmen's Club of Philadelphia, Inc., Progress Club, Philadelphia.— Monthly meeting Utah-Idaho Zone, Western Con- fectioners' Assn., Hotel Utah, Salt Lake City,	21	Tu	Monthly meeting Confectionery Salesmen's Club of Philadelphia, Inc., Progress Club, Philadelphia.				
		fectioners' Assn., Hotel Utah, Salt Lake City.	22 23	Th					
		Utan.	24	Pr	***************************************				
22	w	Washington's Birthday.	25	Sa	Monthly meeting, also election of officers, the Pitts burgh Candy Club, Pittsburgh, Pa.				
23	Th	Monthly meeting Assoc. of Manufacturers of Conf. & Chocolate of State of New York, Pennsylvania Hotel, New York City.	26	8	*****************				
24	Fr	***************************************	27	M	Monthly meeting Candy Executives' and Associated Industries' Club, 71 W. 23rd St., New York City				
25	Sa	Monthly meeting The Pittsburgh Candy Club, Pittsburgh, Pa.	28	Tu	Monthly meeting Candy Square Club of N. Y. City Inc., Hotel McAlpin, New York City.				
26	S	***************************************	29	w	The state of the s				
27	M	Monthly meeting of Candy Executives and Associated Industries Club, 71 W. 23rd St., New York City, N. Y.	30	Th	Monthly meeting Assoc. of Mfrs. of Confectionery and Chocolate of State of New York, Pensylvania Hotel, New York City.				
28	Tu	Monthly meeting Candy Square Club of New York City, Inc., Hotel McAlpin, New York City.	31	F	and the state of t				



Made from American Lemons

Exchange Brand Citric Acid U. S. P. is made from American Lemons by the Exchange Lemon Products Company of Corona, California. It is backed by the Sunkist group of 13,200 California Citrus growers, the largest in the world. Immediate shipments are made from warehouse stocks in New York, Chicago, Philadelphia and St. Louis. Consult any of our distributors for prices on kegs, barrels or carloads.



CITRIC ACID U.S.P.

CRYSTALS • GRANULAR • POWDERED

DISTRIBUTED EAST OF THE ROCKIES BY

St. Louis, Philadelphia, New York, Chicago

J. T. BAKER CHEMICAL COMPANY, Phillipsburg, New Jersey

DODGE & OLCOTT COMPANY
NEW YORK QUININE & CHEMICAL WORKS
180 Varick Street, New York
SWANN CHEMICAL COMPANY, Birmingham, Alabama

PACIFIC COAST SERVED BY

Products Dept.—California Fruit Growers Exchange—Ontario, Calif.

You Get An Oppor NCEIN

FOR SALE-Piece-meal at lowest prices in history all the machinery and equipment of the modern factory formerly operated by

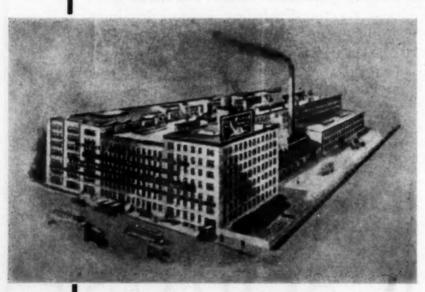
E. GREENFIELD'S SONS

REPETTI'S.

Divisions of Candy Brands, Inc.

Directly from the floors of the factory for immediate removal. This machinery is in excellent condition.

WRITE OR WIRE COLLECT FOR PRICES AND INFORMATION



This plant operated until January of this year and all machinery is still set up. We invite your inspection of this modern candy factory. All offerings are subject to prior sale and there is only a limited quantity of each item available. We urge your prompt attention to this extraordinary opportunity. Excellent machines—cheap prices.

PIECE-MEAL!

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CHOCOLATE DEPT.

- 12—National Equipment Enrobers, bot-toming attachments, feeding and Bentz delivery systems.
- Strokers and Decorators.
- 4-Bentz Chillblasts, size 11/2, to take care of 2 Enrobers each.
- 1-Bentz Chillblast, size 15, for conditioning large room, complete.
 -2,000-lb. capacity, National Choco-
- late Melters.
- -1,000-lb. capacity National Chocolate
- Kettles.
 -500-lb. capacity National Chocolate Kettles.
- -300-lb. capacity National Chocolate
- -Walters Basket Machine.
 -2-pot Electric Chocolate Dipping Tables.
- -Forgrove Foil Wrapping Machine, with motor.
- Smith Scales.
- -Motor-Driven Conveyors for packaging goods.

GUM, CRYSTAL AND PAN DEPARTMENT

- -250-gal. Burkhard Gum Mixers.
- 1-Baltimore Sugar Sander.
- 1-Greer Crystalizing Unit with bask-
- ets and pans, complete.
 300-gal. Steam-Jacketed Crystalizing 15-Burkhard 38" Revolving Pans with
- and without coils. 10-Syrup Kettles, 10- to 25-gal. capacity.

WRITE OR WIRE, OU

CONFECTION

When writing our advertisers please mention The MANUFACTURING CONFECTIONER

portunity Like This

PIECE-MEAL!

MOULDING MACHINERY

- 1-Huhn Starch Conditioning Machine with Allis Chalmers Starch Cleaner,
- and conveyors, etc.

 Steel Mogul Machines, fully auto-
- matic.
 5—Steel Mogul Pumps, 8 to 80 outlets.
 3—Wood Moguls, Type A.
 12—Wood Mogul Pumps, 10 to 80 outlets.
 1—National Automatic Cherry Dropper.
 15,000 Starch Trays with starch.
 100 Plaster and Aluminum Mould Boards.
- Merrow Cut Roll Machines.
- -Friend Dreadnaught Machine. -Werner Combination Printer and
- Depositor. Springfield No. 2 Depositors.
- Racine Depositor. Springfield Simplex Starch Buck.
- 2—Hand Printers.
 6—Colseth Starch Board Trucks.
 2—Gyrator Sifters.

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Pans with

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REPETTI'S JAP, PASTE, CARAMEL AND NOUGAT MACHINERY

- 10—Ideal Caramel Cutters and Wrap-pers, 4½", 3½", 3-1" sizes. 2—Ferguson-Haas 5c Caramel Pack-
- age Wrappers.

 -50-gal. double-action, Mixing, three-speed tilting-jacketed Kettles, Springfield.
- -50-gal. single-action, Mixing, tilting-jacketed Kettles, Springfield. -White Caramel Cutters.
- -Mills Reversible Sizing Machines.
 -National Equipment Automa Automatic Nougat Cutter.
- Racine Nougat Cutters.

 Burkhard Jap Mixing Kettles

 Mills 15" Jap Cutters

CREAM AND MARSH-MALLOW DEPARTMENT

- Springfield 1,000-lb. Syrup Coolers with Cream Beaters, Kettles and
- -5-ft. Ball Cream Beaters. -5-ft. Dayton Cream Beaters. -50-gal. Springfield E. B. Cream Re-
- -Springfield 50-gal. Marshmallow
- -Savage 110-gal. Marshmallow Beat-
- 1-Hobart 3-speed Marshmallow whip,
- 80-qt. capacity. 1—Glenn 120-qt. late style Mixer.

PIECE-MEAL:

HARD CANDY MACH'RY

- -Simplex Steam Vacuum Cooker.
- -Baker Continuous Cooker.
- Burkhard Vacuum with kettle and
- pump.
 -Werner fully automatic Ball Machine.
- -Werner Semi-Automatic Ball Machine.
- -Racine Duplex Automatic Sucker Machine with conveyor and blower, also continuous cutting rollers.

 Hildreth size 3, Pulling Machines.
- Continuous Cutters, Brach, Racine,
- Hohberger.
 5-York Batch Rollers, motor-driven.
 12-Water-Cooled Tables, 3' x 6' and 3'
- x 8', 4' x 10".
 -Forgrove Hard Candy Wrapping Machines, (with twist ends), motordriven.

1-Kiss Machine, Model K. 3-Mills Drop Machines with Rollers, 4" x 7", 6" x 8".

STEAM KETTLES

- 20—Steam-Jacketed Mixing Kettles, 25 to 250-gal. capacity, with single and double-action stirrers.
 30—Steam-Jacketed Kettles, with bot-
- tom-draw-offs, and tilting, following
 - 10-gal., 35-gal., 40-gal., 50-gal., 60-gal., 80-gal., 100-gal., 150-gal, 300-gal.

PIECE-MEAL !

SOLID CHOCOLATE DEPARTMENT

- 1-Bausman Liquor Mill, Double Disc. 2-38" National Triple Mills, motor-
- driven. -National 5-Roll Refiners.
 -National 3-Roll Refiners.
- -2,000-lb. capacity, Chocolate Tempering Tanks.
 -2,000-lb. capacity, National Choco-
- late Melters.
- -1,000-lb. capacity, National Chocolate Melters.
- -500-lb. capacity, National Chocolate Melters
- 1-W. & P. 100-gal. Mixing and Knead-
- ing Machine. 2—National Paste Moulding Machines with shaking tables.
 2—Racine Chocolate Depositors.
 1—Springfield 10-lb. Weighing Machine.
 1—Woodburn Sugar Pulverizer.

- 3—Lehman Melangeurs.
 4—Burns 5-bag Roasters.
 2—National Crackers and Fanners, sev-
- en-compartment.

 Five and Ten Cent Ferguson and
 Haas Chocolate Bar Wrappers.

NUT MACHINERY

- 1-Burns Nut Roasting Machine. 1-Almond Blanching Machine. 1-Mills Nut Grinding Machine.

RARE BARGAINS

- 1-Huhn Starch Conditioning Machine with Cleaner and Conveyors, also automatic Steel Mogul.
- 3-Cutrol Machines.
- 1-Springfield automatic Cherry Dropper.
- 1-Baltimore Sugar Sander.
- 1-Bentz size 15 Chillblast, complete.
- 10-Ideal Caramel Cutters and Wrappers, all sizes.
- 1-Greer Crystalizing Unit, complete.
- 1-Werner Fully Automatic Ball Machine.
- 1-Simplex Steam Cooker. 500- to 2,000-lb. Chocolate Melters.
 - Bausman Liquor Process Machine. Cooking and Mixing Kettles, all
 - Complete Jap Department.
 - Complete Gum Department.

OURXPENSE T 0 - D A Y

RMACHINERY CO., 318-322 LAFAYETTE ST. NEW YORK CITY



Wanted: Leadership

ITH the resignation of Joseph Gooch, Jr., president and managing director of the Candy Institute of America, Inc., along with his staff of assistants, the active operation of that wellintentioned body ceased as of February 1st. Two years ago it started functioning hopeful that it might ultimately bring some order out of the chaotic conditions then existent throughout the industry. It promised no miracles, no startling overnight improvements in the industry's condition. It did promise a careful study of the then existing conditions and a fair and open mind on all matters relating thereto. It fulfilled all of its promises to the letter-those it did make and those it did not make. But this was not enough to satisfy a number of its supporters, for, while the promise of no miracles was fulfilled, many of the candy manufacturers had been secretly hopeful that there would be miracles. The consequence was disappointment—and failure of sufficient renewals coming in to permit the carrying on the work.

Two weeks prior to the Institute's cessation of activities, "Printers' Ink" published an article by C. B. Larrabee written around the methods adopted by the Insti-

tute in putting leadership squarely up to the "Big Names." After extolling the virtues of the Gooch Plan, the author wrote as follows:

"It has been proved that coersion won't work. It has been proved that it is impossible to get a unanimity of opinion in an industry except for almost wholly superficial matters. It has been proved that the endeavor to get such unanimity produces only delay which, as a rule, leads to an increase in evils which should be corrected rather than a decrease.

"Perhaps," continues Mr. Larrabee, "the next step in cooperative trade movements is the building of an industrial aristocracy—an aristocracy which is willing to assume leadership with its rewards and its penalties.

"In many industries the old schemes have failed. In casting these aside as failures, there is a splendid opportunity to experiment with the idea of an aristocracy of leadership.

"In other words, it's time for the leaders to assume their leadership."

And perhaps that is what those within the industry who are leaders will now do!

An Anniversary and an Opportunity

HIS year the National Confectioners'
Association will celebrate its 50th
Anniversary. For that reason, if
for no other, the coming June Convention
will be an epochal event . . . with the

Chicago World's Fair as an added attraction

Chicago was the site of the first Convention held in April, 1884. The attendance was 66 out of an active membership of 70.

There were no associate members in those early days. Including both active and associate members, the Association now has fully ten times the membership it originally started with.

A history of the Association's growth during this period was to have been compiled and published this year as an anniversary souvenir, but circumstances being unfavorable the project had to be temporarily abandoned. It is unfortunate that this had to be, for the N. C. A. has played an important part in the romance of the industry—perhaps a larger part than

most confectioners realize. A well-written, authentic history of the Association would have been a fine thing for it, particularly at this time when conditions seem so peculiarly favorable for the N. C. A. to attain its full force as a guide and instrumentality for betterment of conditions in the industry.

1

Fifty years ago the Association assumed an obligation of leadership; today, as it enters upon its second half century, it has an opportunity to re-exercise its prerogatives and fulfill the functions it was originally intended to perform.

After Inflation, What?

URRENCY inflation is becoming more and more a topic of general discussion. Many look upon this as the only expedient that will quickly raise prices above the sub-normal level to which they have been reduced during the past few years. As explained by economists and bankers, it is not inflation in itself that stimulates business, but the threat of inflation. Knowing that the issuance of millions of cheapened dollars will bring about proportionately higher prices for all merchandise and commodities, Mr. and Mrs. John Consumer begin to make needed purchases at current low levels. Soon consumers all over the country join in and there is a mad scramble to buy. This artifically stimulated demand results in factories deluged with orders, increased movements of freight and work for the unemployed. This puts more money into the consumer's pocket and more money into circulation. It looks like old-time prosperity is back on the job. But, along comes a flood of cheap money-actual inflation has arrived. Now, what? Prices rise-and salaries, too, but the latter far more slowly than prices. Meanwhile, the consumer's

dollar has to stretch a lot further thanbefore. Then buying stops; factories shutdown; unemployed again walk the streets. So, aside from temporary stimulation, what's the gain? Perhaps the proponents of inflation can tell us.

In the meantime, those candy manufacturers who want to can adopt a surer means of raising the price level of their merchandise than via the inflation method. It is a very easy formula—simply this: Produce and sell QUALITY! One advantageous consequence of this method is that it does not involve any sudden let-down once it has been adopted. In fact, it tends to make the manufacturer's position more secure in this respect. Nearly all manufacturers will compete with you on price, but comparatively few are willing to do so on quality. With competition thus reduced, the manufacturers engaged in quality production will then be in a position to enjoy (1) the rare thrill of actually making a profit on their merchandise, and (2) the knowledge that they are at last injecting an element of permanence into their business, a thing the low quality manufacturers can never hope to do.



Technology Before Technocracy

In this timely and interesting article, Mr. Whymper discusses a much mooted topic

Part I

By ROBERT WHYMPER

NNATE conservatism has a nasty derogatory sound when applied to the character of any man, yet, in fact, its possession in moderation by a chemist and engineer is an especial virtue. The tendency of the modern technical era has been so far, as publicly expressed, not only towards undue optimism but towards unsavory precosity which, soaring upon wings of an attractive fancy, have drawn the eyes with the noses of the earth-bound towards a heaven painted a cerulean blue instead of in the more terrestrial tints. Yet, if one takes the trouble to dig down into the writings and sayings of great men in science and engineering, no word can be found that could encourage the prevailing belief that workers in laboratories and designing shops are the chosen people or the future rulers of the industrial and economic world, or that the results of their achievements can ever compare favorably with those derived from human emotions, likes and dislikes, flashes of genius, love of art for art's sake, altruism, or pride in workmanship. Such claims can, however, be commonly read in the writings and heard in the conversations of the camp-followers—those pseudo-scientific publicity hounds who, by their proximity to scientists and their work, absorb paragraphs taken from contexts and sentences from overheard debates, and publish broadcast the half-truths of scientific scandal and hopes, so gleaned, for which there are not lacking eager

Yet again, curiously enough, this is no new type of dilettanti that has arisen in this particular age—Francis Bacon wrote in 1608 "The rational tribe of philosophers hastily take up vulgar things from experience, without finding them to be certain, or carefully examining and weighing them; and commit all the rest of the work to thought and the discussion of the wit. Another kind of philosophers labor, with great diligence and accuracy, in a few experiments, and thence venture to deduce and build up philosophies; and strangely wrest everything else to

these experiments." And we have also the old classical myth of Daedalus and of Icarus, his son, the former the famous prototype of the Wright brothers who escaped from the threat of the labyrinth and dread Minotaur of King Minos by fashioning wings which he stuck to his own and his boy's shoulders with wax. The scientist reached safety; the boy, gamboling with new-found toy and heeding not his father's advice as he flew in the clear sky, approached too near to the Sun and, the wax melting, fell to his death in the sea which is named the Icarean Sea to this day. The only pity is that divine retribution does not overtake the precocious and the foolish today, as of old. Which pious regret brings us to Technocracy, the old, old tale of the cure for technological unemployment dressed in a new name by the opportunist, Mr. Howard Scott, who, however, must be credited with broadcasting, though as his own discovery, the old story in which there is much truth long known to scores of statisticians, but not published previously in the popular press.

A Bad Feature of Technocracy

The statement that has been made by the technocrats to the effect that Technocracy or the rule of technicians in human life and intercourse must, of necessity, come into effect, if the world is to be saved, is its worst feature and the most unlikely of accomplishment, unless, to be sure, the persons who are largely responsible for a bad situation are the proper parties to reverse it on the one hand or control it on the other. This can hardly be the reasons, however, of the technocrats who rightly say that progress, so far as scientific and inventive human genius is concerned, cannot be stopped but must go on. Otherwise, that other prophet at the other extreme, Mahatma Gandhi, must be right, that, in order to bring peace and happiness to mortals once again, every man must be his own weaver and tailor, farmer and laundryman-which, by the way, whenever it can be accomplished, is unquestionably the only

real solution for human happiness with occupation. Occupation alone in work is, unfortunately, not happiness to the sophisticated, but must be accompanied by payment. Hence one no small reason for the present trouble in a so-called civilized world. No longer does one hear of pride in workmanship, and seldom of a prided reputation of a firm for its products rather than its profits. The machine of mass-production has killed that still, small voice along with many another virtue.

Quantity! Quantity! Quantity! That is all one hears today in a world of technicians already overstocked with half-trained scientists. shoddy articles, and the fruits of the earth, produced for their quantity or forced from the soil by the aid of science, in and out of season, regardless of their necessity as to time and place. Meanwhile millions of men starve in spite of the plethora of bunk, junk, and necessitiesstarve because there are too many people in power who are half-educated but wholly selfseeking, because distribution of necessities is so uneven, because too many unnecessary things have been and are still being made, and because honor among men, and durability and quality among things, have been pushed into the background to make an orgy for the mass-producers who must have quantity, the only thing they understand, at any price.

How the Mass-Producer Lures the Purchaser

Clearly, the owners of factories equipped for mass-production today do not want shoes or clothes that will last-nor do any luxuriating and decadent people with money to burn. Clearly, breakfast foods and soap, to take two examples, if made uneconomical for the purchaser but most profitable to the manufacturer, must be put into the largest packets most beautifully decorated to appeal to the eye as bargains. False values throughout have been created by the quantity-mongers-and every sense, except that which should be responsive to the article, is tickled in order to trick the purchaser into buying. By continually impressing the eye through gaudy posters, flashly dressed goods and written bunkum called "propaganda," and the ear by orchestras and back-chatting comedians on the radio, coffee or bread or cigarettes or canned goods are sold to a bewildered and doped public reduced to buying what it is told to buy by the most efficient barker. The people have been taught to be more guided today through such insidious claptrap, regarding what they purchase—by the picture of a girl smoking X's cigarettes because she is pretty, or by the Y Coffee Radio hour because it is amusing than by the probability that A's cigarettes may be better than X's, or B's coffee better than Y's because or in spite of the fact that A and B do not advertise.

This is the position into which scientific psychology and technical progress have driven us, deny it who will; and, if it is a matter of opinion whether or not it is a good position to have arrived at, and, even if it is innate conservatism to deplore it, it still remains true that we have to meet it, and see whether it is not possible to adjust ourselves to an economic world in which excessively large factories are now working at half their capacity, and millions of men are unemployed and starving due to their discharge by the efficient, impersonal business man, or to their replacement by efficient, robotlike machinery. If the introduction of machinery to replace man-power had resulted in better goods at a cheaper price than was possible in the hand-working days, no possible criticism could be leveled against scientific progress in industry. But, with the exception of articles of manufacture that owe their origin or possibility solely to scientific and engineering research and development, there is no indication whatever that the goods in any industry are better than their originals of the pre-machine or early machine age, and only very occasionally cheaper, while the one advantage derived is quantity. Quantity! Quantity!

So far, the blame has been laid on the technical men because they should have known better. But the technician has been hired, more often than not, to do only one side of the dirty work.

Selling Costs Rise With Increased Output

A business man proposes to expand his output at the time when the going looks good; so he gambles on his chances of being able to outsell his competitors in the same field, borrows money on a good story and promise, and doubles his factory. The new equipment that goes in, and that has been evolved by the technician, must possess the very latest labor-saving gadgets and be of largest daily output, and, since the borrower has to pay interest on the money loaned, he must see that his profits are big enough. So far so good! That is just business! But, in order to sell the now doubled output, or trebled output if the machinery is ultra-efficient, all sorts of devices have to be resorted to-supersalesmen called in, an advertising campaign be-



gun, possibly a price-cut which may be met by cutting further the price of his ingredients, special discounts, impressive offices-all of which cost money that is reflected sooner or later in the sale-price of the articles. Thus the compulsion to pay interest on the money borrowed never allows the price of the goods sold to bear anything but an inflated value with regard to their true worth. Thus the bankers get the stranglehold in the long run. The increase of the size of the business has resulted in a strenuous effort to sell the increased output at a price out of all proportion, in many cases, to what it would cost a man, allowing for good wages and on a low overhead basis, to make the article for himself, with practice, in his own home or shack if he so desired. As for over-reaching an output so that sales cannot be effected sufficiently near the factory but must be pushed to such far distances that the cost of distribution is excessive, that is another story and another folly.

In the chocolate industry we have a rather unusual state of affairs. There have been few mechanical developments in the past 100 years, and we can name the most valuable of them, though, as we shall see later, the most important developments have been among the ingredients.

Machinery

1. Replacement of slow granite grinding rolls by chilled, high-speed steel rolls, which arose out of an increasing demand for smooth chocolate created shortly after the introduction of Peter's Milk Chocolate in Switzerland.

2. The invention of the Bramley-Moore machine which had been preceded by several other inventions to grind, mix and process all the ingredients of chocolate in one operation.

3. Introduction of the "Fine Ingredients" method of manufacturing chocolate to meet the demand for a nearly continuous chocolate-making plant and to do away with grinding rolls.

4. The introduction of conches which were designed essentially for improving the quality of fondant and milk chocolates; and some improvements made on the original longitudinal type.

5. The invention of continuous roasters to

overcome the batch proposition and to insure greater uniformity in roasting.

The invention of high-speed moulding and cooling plants.

7. The introduction of high-speed wrapping machines.

8. Some minor improvements in roasters, nibbers and huskers, liquor mills, melangeurs, cocoa presses, etc.

Considerable perfection of sugar-disintegrating machines.

(Note: We are dealing here with machines used for *making* and wrapping chocolate only, and are not considering enrobers and other candy machines *using* chocolate.)

From the list above, it is seen that, with the exception of conches and continuous roasters, the main appeal of the other introductions is in the direction of (a) facilitating the manufacture of large quantities of chocolate, (b) saving in labor and power during the making and handling of bulk chocolate. The use of conches, primarily designed for improvement of the quality of fondant and milk chocolates, have not gained in popularity in recent years in America and are, indeed, often regarded as superfluous in the making of modern chocolates in bulk. Continuous roasters—probably because they are primarily a quality proposition—are only slowly coming to notice.

A Turning Point in the Chocolate Industry

A turning point of the chocolate industry was the invention of Milk Chocolate by Peter. The smoothness and softness on the palate of this product quickly brought about the introduction of plaint fondant chocolates also which necessitated much smoother grinding of the sugar and cacao liquor than formerly. Consequently, from that time the actual expenditure of power to make a given weight of chocolate increased over that required for the older coarser chocolates, while, owing to the longer treatment in conches and the like, which not only was recommended but was and is essential for the best quality, the labor and general charges were also increased. Chilled high-speed steel rolls to replace the slower granite rolls quickly followed, and familiarized the chocolate industry with the use of iron and steel in machines, which had hereto been an anathema to all good makers for any part of a machine coming into direct contact with the chocolate.

In the latter part of the 19th and in the beginning of the 20th century, patent offices bristled with inventions for making milk and

fondant chocolates by grinding all the ingredients together in one machine and so reducing, it was hoped, the power expenditure, and the labor and time of treatment. With the exception of the Bramley-Moore machine, however, most of these inventions died the death of inefficiency. But the use of steel had now become to be generally regarded as good enough for machines of all sorts handling chocolate pastes.

It will at once be apparent that there is one obvious way, apart from making any change in the nature of the ingredients employed which will be considered later, of making chocolate with minimum expenditure of power and labor -a way that has been too generally adoptednamely, by cutting out all operations that might seem to a mass-producer unnecessary or superfluous, such as conching, resting between refinings, aging, etc. This method has become so general that chocolate making has been reduced to a matter of smoothness and not of taste, that smoothness being secured by treatment on any kind of machine and as quickly as possible. The unquestionably correct principle underlying Rowntree's patents has, however, been followed into practice in some factories using their patents and has overcome at least some of these objections. By this process all the ingredients are separately ground to an impalpable condition, mixed together, and subsequently processed as all good chocolates should be.

But when the actual cost of production by any of the "short-cut" methods is analyzed, it is still problematical (because the different systems prevailing in the different factories, especially when water-power was or is used, make comparisons difficult) whether any appreciable saving is made over the older, somewhat longer processes. For which reason, while engineers have not been inactive in the field, we cannot say either that much assistance has been given by them to the industry or that they are responsible for much of the harm done in reducing the general standard of chocolate. Such lowering of quality as has taken place during the lives of those of us who remember and can still make better things is rather attributable firstly to the lowering of the quality of some of the ingredients used, secondly, to the necessity for grinding the chocolate unduly finely, owing to the rise in popularity of very smooth chocolates. and thirdly, to the manufacturers themselves. rather than their technical advisers, cutting out processes or operations during manufacture that many of us regard as essential for the making of the best chocolates. Better methods



may, of course, still be found, and research should proceed along these lines.

Coming: Scientific and Technical Research as

Applied to Ingredients

In a previous article, some relation among the existing costs of chocolate manufacture, taken from official statistics, was given, and a general trend indicated. In the next article, we propose to consider the changes brought about in the industry through the application of scientific and technical research to the ingredients, when it will be observed that much further reaching effects have been secured in this field than in that of engineering so far as the chocolate industry is concerned. If, in order to be entitled to serve under the beneficent rule of Technocracy, an industry must show itself capable of making its products with a very small percentage of cost in wages, the chocolate industry may be said to nearly qualify. Yet, speaking technically in the engineering sense, chocolate-making is still a messy and disjointed process, and there is much to learn yet from properly applied technology. And, since Technocracy will demand with no feeble voice real power efficiency, we might in anticipation of the new rule turn more of our attention in that direction. Later we shall see that a technocrat can have no grumble at the ingredient side of the industry-the "Quantity" bug has been working overtime to give the world all it wants of natural materials of any quality. Efficiency, not taste, has already dictated, however, that the chocolate industry should choose the cheapest, a fact that should again make it a favored child of Technocracy, if it comes to power. Meanwhile, in order to prepare ourselves for the Mechanized Utopia, we should start improving our technique.

KNOWLEDGE IS POWER and should be THE POWER behind the control of all industries, institutions and governments. Technology demands that this powerful knowledge should prevail in industry. Technocracy, on the other hand, is concerned with a different and more limited kind of power, the partial outcome of technical knowledge, that it regards as fundamental and for universal application in prin-

(Continued on page 48)

Pack-Adages



Filling Envelopes and Bags

A new envelope and bag filler has been placed on the market by a well known tobacco machinery company. It is one of the best we've seen for filling hard candies, pan goods and bakers' supplies into bags or envelopes, which may be of any material: paper, glassine, transparent cellulose. Inasmuch as it is now being used for packaging packets of gauze and other rather large objects it is possible that the machine may also be adaptable for peanut, cocoanut and other kinds of bar goods.

Each machine is built especially for one envelope or bag, whose dimensions cannot be altered. But the feed system can be changed so that one machine may be used for several products so long as they all go into the same size bags. It is fully automatic and one operator can watch the supply hopper and pack the filled bags into shipping boxes. A unique feature is that the mechanism which opens the bags deposits the contents simultaneously. The bags or envelopes are fed from a magazine, passed around to the filling station and from there to the sealing station and thence to the delivery chute. The bags may be glue or heat sealed. None of the machines is carried in stock. All are built to order. But this presents no difficulties since they are sold on an absolute guarantee basis. The machine must do the work perfectly or you need not pay for it.

This one is the smallest we've seen. It may be placed on a small work bench and it operates from the light current. It is 27 inches high by 18 inches wide by 44 inches long and weighs only 400 pounds. Filling speed is 60 to 100 a minute depending upon the size of the envelope.

Filling Anything

This seems to be the month for fillers of one kind or another. Here are two for filling hard candies, pan goods, nuts, etc. To keep you New Filling Machines . . . Package Design Assistance . . . Third Packaging Conference and Program

By Francis Chilson
Packaging Engineer

straight, we'll differentiate them as Number One and Number Two:

Number One:

Stokes & Smith Company has put out an excellent machine which we have examined personally and found efficient in every respect. It is extremely accurate and is the least expensive filler we've seen. It can be used for filling hard



candies, pan goods, nuts, caramels of any size or shape. It will fill into jars, boxes, bags or envelopes. When used for filling envelopes or bags an air blast attachment is provided to open them. It will fill fragile candies without marring them in any way. It is a very simple machine, requires little space and very little power.

Number Two:

Packagers of hard candy, nuts, raisins, dried fruit and other foods, in either granulated or

natural form, can now obtain greater accuracy, lower labor costs and larger time-saving through the use of a new Vibrator Filling Machine. This new device controls the automatic feed of materials from supply bins to the scales and the automatic weighing out of pre-determined amounts in packaging, batching and blending operations.

The new Vibrator Filling Machine consists of scale with a high degree of accuracy, an "electric eye" cut-off attachment and a vibrator feeding the commodities to be packaged. Weights equivalent to that of the filled package are placed on the weight platter of the scale. The vibrator, attached to the scale, is supplied with the commodity to be packed from a larger hopper or bin nearby. The operator then presses a button. This puts the vibrator in motion and the commodity flows into the container. At all times, the operator can watch the progress of the flow by watching the scale When the predetermined amount has chart. entered the package, the electric cut-off stops the flow by stopping the vibrator. The filled package is then removed and the operator puts another container under the vibrator, presses the button, and the process is repeated. This device is capable of packaging as many as 200 one-pound packages per hour, to a tolerance of 1/64th of an ounce.

If desired, the operation can be made even more automatic. It can be so arranged that, once the starting button is pressed, the filling and weighing operations will continue indefinitely and, after each filling, allow the operator ample time to check the weight, to remove the filled container, and to replace it with an empty one. In addition a faster and more desirable method for filling containers is the use of a conveyor line by which the containers are moved under the vibrator, stopped long enough to be filled and then moved on—all without hand operations. Also this device can be furnished with a double electric cut-off attachment. In this form it has two speeds: (1) for fast feed; (2) for slow feed. Just as a man filling a container "sifts off" as it is almost filled, so the double electric cut-off first shuts off the fast feed when the container is nearly full, and later cuts off the slow feed when the container is exactly filled to the desired weight. This device improves upon human hands by stopping the commodity before there is any waste through overflow. In every respect, time-consuming hand operations with their large and costly errors are eliminated.

Complete information on the new Vibrator Filling Machine can be secured through the office of The Manufacturing Confectioner.

An Appreciative Response

We acknowledge with thanks the following letter from Quaker City Chocolate Company. If we got more like this it would be less difficult to engineer this department. We are glad that our well intentioned criticism was received in such a fine spirit which certainly speaks well for the breadth of view of the Quaker people. Usually a new package is regarded as a pampered pet and even the most constructive suggestions are resented. It is doubly gratifying, therefore, to receive letters like this.

"We are interested in reading your comments regarding our 'REPEAL' bar in your last issue.

"We are particularly glad to note that you think well of this piece of candy and the idea behind it, and we also think that your criticism in connection with our handling of the lettering on the wrapper has some real merit. The bar wrapper having been established in its present form, we would logically hesitate to make any changes in it now.

"We wanted you to know, however, that we appreciated the intelligent discussion of this subject which concerns us, and we are wondering what your reaction would be if on a piece of goods that might be developed in the future we were to send you our original sketches or design for your criticism before the actual printing is done, so that we may benefit from your advice before marketing the item. We shall be glad to hear your comments in this connection."

QUAKER CITY CHOCOLATE Co. By L. G. Rosscam, President.

(Aside to Quaker City): We'll be happy to offer suggestions on your projected new packages. If you will send the drawings to our office at 303 West 42nd St., we'll return them promptly. It would be nice of course, if we could publish the roughs as they are and as they will be if you accept our suggestions. However, that's up to you. At all events, be sure to send us the new packages as soon as they are ready for the road.

Notice to the Trade

If this department is worth reading it is worth helping. You have no idea how extremely

difficult it is to attempt to keep it informative and interesting and it is even more difficult to get hold of new packages while they are new. Most of what we get we have to scour the market for. It is to your interest, therefore, that you send your new packages in to this department. Write us, too. Tell us what you want and if you don't like what we say, let us know and make it strong!

The Third Packaging Conference

Will be in session from March 7th to March 10th at the Hotel Pennsylvania in New York. We have been invited to speak on the subject of the reduction of costs through structural design and production economies. Our paper will be delivered on Tuesday morning at twelve o'clock. As we shall present the production man's point of view, this will be a grand opportunity for all production men to get a lick at the sales department which so often foists upon the factory utterly ridiculous and uneconomical packages. So send your uneconomical packages, to me. Let's have their history and the story of the difficulties they caused in production. No names will be mentioned if you do not desire it and the identity of the packages will be concealed by means of stickers. It is not our intention to engage in personalities nor to be destructively critical. We want to get as many packages as possible from different industries so that we can drive home to the "experts," sales and advertising managers who will be there the necessity for considering production problems and production equipment before new packages are designed. We also want to show them how money can be saved by simplifying existing packages. So let's have your package and your story by special delivery.

The forthcoming conference follows pretty generally the plan of the former ones. Packaging and shipping will be discussed and there will be a clinic and a symposium on packaging machinery. We hope the clinic will be more constructive than it was last year. We think that in addition to pointing out the faults of a package, the commentators should also suggest means of making it better.

Following is the Conference Program as tentatively outlined; the hours of the Conference each day will be from 10:00 a.m. to 1:00 p.m.:

Tuesday Morning, March 7th

- Revitalizing Sales by Package Changes.
 The direct and indirect results secured from package revisions.
- Market Research to Determine Package Selection.
- (a) Economies in Packaging.
 The reduction of packaging costs through simplification in package design.
 - (b) Economies in Packaging. The reduction of packaging costs through structural design and production economies.

Wednesday Morning, March 8th

CONCURRENT CLINICS

- Packaging Clinic—Analysis of unit packages.
- B. Case Studies in Packaging, Packing and Shipping.

A series of papers presented by users of packages giving the complete case history of a particular package, including product and market research preceding design of the package, manufacture of the package, packing and shipping, retail sale and use by the consumer.

Thursday Morning, March 9th

- 1. Production Problems which the Sales Department Must Consider in Packaging.
- Open Counter and Shelf Display of Packages.
- Recent Developments in Package Machinery.
 - A Symposium by several representatives of package machinery manufacturers.

Friday Morning, March 10th

- 1. Designing Shipping Containers.
- 2. Packing for Shipment from the Storeroom and Warehouse Point of View.
- 3. Railroad Regulations Covering Shipping Containers.
- 4. The Advertising Value of the Shipping Container.



Candy Institute of California Formed

HEN the economic and fundamental rights of the individual in industry, his relations with his competitors and the public are discussed, we are in a field where little has been done in the matter of setting up standards or the creating of ethics for his guidance. Ideas on the subject are therefore logically incompatible; some think hopelessly so, while others are more optimistic. Among the latter class are the manufacturing retailers of fine candies in the San Francisco Bay District of California.

These men in the same industry

have come to realize that individuals in their industry have had an opportunity to examine their ideas in the last few years and have learned much. They have learned primarily that the circumstances of modern business life and thought are such that the greatest modifications in the relations of men in the same industry are not only feasible but necessary in these times.

Moreover, they recognize that these same circumstances summon them to new experiments as a matter of sound business policy, and that there is no longer anything abstract or hazy in the field of competitor relations and that on the other hand, when contact competitors become better informed, competitor relations become more informal and more impersonal and that opinion then can be solidified in favor of cooperation and the principle of arbitration can be employed instead of a program of destruction.

This group therefore have associated themselves under the title of the Candy Institute of California. The organization is at present confined to the Bay District and there is no immediate plan to further extend it. Other retailers, however, are invited to join it wherever they can be located in the State.

Reuben C. Haas of George Haas (Continued on page 36)

A Statement by Mr. Gooch

HAVE been asked by several trade paper editors why the Candy Institute of America, Inc., has been discontinued, at least for the time being (I sincerely hope that ways will be found of continuing it). The question I think is a fair one.

Fifty-five manufacturers signed pledges for '33.

Twelve manufacturers declined to do so for varied reasons.

Our '33 program was well in hand but because of the fact that it was to deal largely with competitive matters it necessitated the membership of certain of the manufacturers who simply declined to continue their support.

All of the larger manufacturers, members of the Institute, repledged themselves for '33. I think it fair to say that these larger manufacturers got little out of the Institute in '32 but they again took the leadership (along with many other manufacturers) in trying to hold this Institute together in '33.

As to results in '32 and justification for '33—it only takes time to discuss that. If you were to ask members how they felt about either side of that question you would get different opinions—one, that the Institute had very definitely made good in '32 and laid a dependable foundation for '33—another, that the Institute had been the only restraining factor in '32 and could so continue in '33—and still another manufacturer might say that he had gotten absolutely nothing out of the Institute. Again, 55 manufacturers continued their support.

I have taken over the Institute offices for my own account as of February 1st and am planning to continue with this nature of work. The staff are remaining with me.

I take this opportunity of thanking everyone, both members of the Institute and non-member manufacturers, for the courtesies and considerations shown me and the Institute staff.

Broadly speaking, no one could have ever had finer support or cooperation than I have had under exceedingly trying general competitive conditions

Candy as an industry holds wonderful possibilities. The leaders in it are men of fine character and substance. I will always be genuinely and honestly interested in candy and its problems. Should anyone feel at any time that I can extend any help, I will gladly do so without commitment either way.

This past year has been a very exacting and trying year for everyone. Maybe business is a little better now and on a little surer foundation than any of us realize. Someone said the other day that all this technocracy talk with its negative aspects will be forgotten the minute steel hits 50. That thinking can be applied to a lot of aspects of the present situation.

Men's minds have become tired, distorted; courage and wisdom have vanished. With the dollar volume dropping 45 per cent the state of men's minds has dropped too. What is needed now is a building back of a healthy, vigorous state of mind. The candy industry could be put into pretty good shape, even today, if men would only recognize fundamental facts and dig in with their contemporaries to meet them.

(Signed) JOSEPH GOOCH, JR.

Entrance to Agricultural Group of A Century of Progress, Chicago's 1933 World's Fair, which is now under construction. Here the exhibits of food products will be grouped. Food production, distribution and marketing will be dramatized by the exhibits of leading manufacturers and distributors.



Century of Progress International Exposition in the Making

Many Features to Attract Confectioners at Chicago Convention

HILE the National Confectioners' Association is celebrating its Fiftieth Anniversary in its forthcoming convention in Chicago this June, Chicago will be celebrating its 100th birthday in A Century of Progress International Exposition on the city's lake

front.

A visit to the Exposition will be on the calendar of

A visit to the Exposition will be on the calendar of the delegates during the June convention, and undoubtedly many will extend their visits after it.

In A Century of Progress Exposition, Chicago is presenting a new and different type of World's Fair, one that is not merely a repetition of the past but which is introducing new methods of exhibiting which may give manufacturers of widely diverging commodities new ideas on merchandising their products and reaching the consuming public effectively. It is an Exposition that is introducing new architecture, new uses of color and illumination, new building methods, a new financial plan and new and startling amusement features.

Food Exhibits

Exhibits of food products will be of especial interest to confectioners. The Agricultural Building in which these exhibits will be presented is virtually completed on Northerly Island. Adjacent to it is the Dairy Building which will house exhibits of the dairy industry. A comprehensive exhibit of the candy industry by at least one leading confectionery manufacturer will undoubtedly be one of the interesting features. Some of the supply manufacturers serving the confectionery industry have already contracted for exhibit space.

Exhibits to Be Demonstrations

The method of exhibiting by food manufacturers will be new and unique. Instead of displaying mere rows or piles of products, the exhibits will demonstrate some phase of manufacturing or processing, or use. Each exhibit will tell a story in a moving, interesting form that will attract attention.

Food production, distribution and marketing will be dramatized by the exhibits of leading manufacturers and distributors in the industry.

The live stock and meat industry have combined to present a co-operative exhibit through producers of live stock, stock yard companies, packers, sausage makers, retailers of meat and other factors in the industry.

The dairy industry in all its branches will be represented by a comprehensive exhibit in a special Dairy Building.

An Exposition of Progress

As has been pointed out, A Century of Progress Exposition will be in celebration of Chicago's 100th anniversary. But it will be more than that. It is in commemoration of civilization's progress in the past century due to the discoveries of science which have been successfully applied to industry.

The contrast between living conditions of today and a century ago will be described. The influence of science on modern civilization will be portrayed. The forces that have made available all our modern conveniences and necessities and resulted in a complete transformation in transportation, manufacturing, communication and agriculture will be depicted.

This does not mean, however, that A Century of Progress Exposition will be a dry and uninspiring scientific exposition. There are unlimited possibilities for portrayals of humanity's advancement that will be as thrilling as fiction and just as strange.

Many exhibits will show industrial processes for example how automobiles are assembled, how tires are fabricated, how watches are manufactured, how the beverages we drink are produced, how electrical power is generated, distributed and utilized, how steel is fabricated, how petroleum is produced and the steps involved between the well and the corner filling station. These and scores of other stories will be told.

Other exhibits will show the resources and attractions of the various states of the Union and their contribution to progress in the past hundred years; the romance and glamor of distant foreign lands; the story of the American Indian from aboriginal savagery to highly developed civilization; the progress of medical science and milestones in the prevention, detection and cure of disease and the alleviation of human suffering; demonstrations of home planning, home decoration and equipment; new uses of architectural design, illumination, building materials and coloring.

Spectacular Entertainment Planned

But the 1933 World's Fair will not be simply interesting and instructive. There will be many lighter features that will make it enjoyable and amusing. The same jollity that made the World's Fair of 1893 a topic of conversation for a generation afterwards will be present in A Century of Progress Exposition.

And as a matter of fact The Midway—magic name coined to describe the amusement area of the World's Columbian Exposition of 1893—has been adopted as the official name for the amusement area of Chicago's 1933 World's Fair—A Century of Progress Exposition.

There will be action, thrills, life, color, fun, laughter and spectacular experience crowded into the Midway.

One of the most spectacular features will be the "Sky Ride," the construction of which is now under way. Two steel towers 625 feet high are being erected



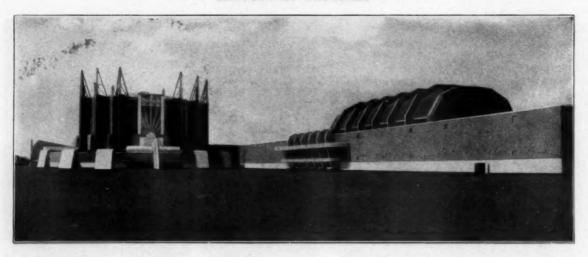
A Century of Progress—Chicago's 1933 World's Fair—at night, as viewed by an artist. The above photograph of a painting by Morton R. Addy, Chicago artist, shows the north half of the Exposition grounds as it will look in June during the N. C. A. Convention—a symphony of colored illumination. In the foreground is Lake Michigan, in the center North and South Lagoons, spanned by the cables of the Sky Ride—outstanding thrill of the Fair. Clustered about the shores of lake and lagoons are the halls, courts, pavilions and towers of a wonder city—painted in many ever-changing colors. On these 424 acres of land and water Chicago will celebrate the hundredth anniversary of its incorporation as a town, as well as the advancement accomplished by mankind during the same hundred years through the application of scientific principles.

on the Fair ground 2,000 feet apart, one on the mainland and one on Northerly Island, and connected by cables carrying cars at the 200-foot level. High speed elevators will carry passengers sixty stories aloft to observation platforms at the tops of the towers. At the 200-foot level two tracks comprising four cables each will connect the towers. Eight rocket cars will operate on these tracks.

The Enchanted Island, now approaching completion on Northerly Island, a fairyland for children, will be another outstanding attraction. Here youngsters may romp in a land of make-believe while their parents are viewing the other exhibits and attractions of the Exposition.

Industries and Governments Unite in Vast Preparations

The preparations for A Century of Progress Exposition have been made in the midst of a world-wide de-



◆ Travel and Transport Building and Dome: Larger than the dome of St. Peter's or the Washington capitol, this "sky-hung" dome of the Travel and Transport Building strikes a new note in architecture at Chicago's 1933 Century of Progress Exposition. The roof is formed of metal plates suspended by steel cables hung from a circle of twelve steel towers and anchored by huge slabs of concrete. It is the first application on any significant scale to architecture of the principle of the suspen-

sion bridge. The Travel and Transport Dome is 125 feet high and 200 feet across, without a single arch, pillar, beam or other support to break its expanse. It is said to be the largest unobstructed area to be enclosed beneath a roof. Expansion joints permit the plates which form the roof to slide over each other, as changes in temperature, wind velocity, rain or snow load cause differences of as much as six feet in the circumference. The hall at the right is 1,000 feet long and windowless.

pression. Yet in virtually every phase of its activities it has recorded some remarkable accomplishments. These include building construction, exhibits, the enlistment of support from various states of the Union, the Federal government, foreign nations, great industries, scientific and educational institutions, the development of concessions.

When the Exposition opens on June 1, every feature contemplated in the program announced two years ago will be ready.

Exhibit space in Exposition buildings and special exhibit buildings costing \$5,000,000 are under contract. Hundreds of the largest industrial organizations and groups of organizations are among exhibitors.

Contracts for the entertainment and amusement of visitors representing an investment of an additional \$4,500,000 have been signed.

The following structures are already standing or being speeded toward completion: Administraion Building; Agricultural Building; Dairy Building; Hall of the States; Terrazzo Esplanade; North Entrance; Twenty-third Street Entrance; Sixteenth Street Bridge; Twenty-third Street Bridge; Sears Roebuck Building; Illinois Host Building; Sky Ride; Electrical Building; Communications Building; Hall of Social Science; buildings in the Enchanted Island; Horticultural Building; Golden Pavilion of Jehol, a reproduction of China's finest Lama temple; Hall of Science; five pavilions in the General Exhibits Group; Blue Ribbon Restaurant; Federal Building; Hall of Religion; American Radiator Development; Firestone Tire and

Rubber Company Building; Old Heidelberg Inn; Amusement Attractions on the Midway; Old Fort Dearborn, a reproduction of Chicago's first settlement; Maya Temple; the Lincoln Group reproducing five buildings associated with the life of Abraham Lincoln; Home Planning Hall; the Johns-Manville Building; the Southern Cypress Manufacturers' Building; the Masonite House, 2½ miles of sheet metal fence; Common Brick House, J. C. B. Moore House and Common Brick House; General Motors Building; Chrysler Building; Tracks for the Pageant of Transportation; Travel and Transport Building and Dome. Other structures are on the schedule for immediate construction.

An underground city of conduits and sewers, water mains and cables—facilities for a city of 1,000,000 souls—has likewise been built.

The Exposition is adequately financed. A \$10,000,000 bond issue underwritten by leading Chicago citizens has provided advance funds and has made it unnecessary to ask for operating subsidies by the Federal, state or local governments.

That national interest has already been aroused in the Exposition is evident from the fact that more than 700,000 people have already paid a small admission fee to enter the grounds and obtain a view of the 1933 World's Fair in the making. The attendance records indicate that visitors from every state in the Union, from Canada, Mexico and the Canal Zone have passed the gates—the vanguard of the millions who will throng the grounds after the Exposition is formally opened June 1.

Everett Retained to Manage Exposition

R OBERTS EVERETT. Associates of New York have been retained to manage the Exposition of Allied Industries to be held in connection with the 50th annual convention of the National Confectioners' Association. The Convention and Exposition will take place at the Sherman Hotel, Chicago, June 19-23.

Roberts Everett Associates have had charge of a number of important expositions sponsored by influential trade associations. Among these have been The Machine Tool Shows, the heaviest mechanical equipment exposition on the continent, and The Packaging Expositions. As an officer of the association which is responsible for its holding, Mr. Everett personally has for many years been general manager of The Dairy Industries Exposition, which was the largest American Trade Exposition held in 1932.

Arno E. Sander, president, and Frank S. Records, secretary of the association, conferred with Robert Everett in Chicago, Friday, Ianuary 20th, on details of the Exposition. It will include many new features, planned from the suggestions made by exhibitors themselves in a series of meetings in manufacturing centers last fall. Floor plans will be ready some time in February and space will be allotted at that time. A number of applications for space have already been received.

With the Century of Progress Exposition as an added attraction and with many interesting program and entertainment features scheduled, association executives confidently expect the largest attendance in many years.

Cellophane Prices Reduced

THE DuPont Cellophane Company recently announced its 15th reduction in the price of Cellophane since domestic manufacture was started in 1924. These reductions, according to officials, were made possible by the increased usage of Cellophane, particularly by the textile, paper products, chewing gum and baking trades.

Advertising As an Aid to Selling and Distribution

By CHARLES L. LOW

FEW years ago, a manufacturer was a manufacturer. L He made merchandise. He turned it over to wholesalers and retailers for distribution.

Then, came advertising. Manufacturers found they could use this centrally directed force to aid their distribution in selling. A new form of competition started. Manufacturers became manufactureradvertisers.

Goods display and salesmanship were still largely in the hands of dealers. Some were beginning to learn how to use it well. They copied the huge fairs of the middle ages, and became department stores. They learned to use advertising, too, to bring people to their displays.

Other retail outlets learned how to use advertising and goods display on simpler necessities which require very wide distribution in cities and towns. We call these chain stores.

So, today, we have manufactureradvertisers, and advertiser-goodsdisplayers, in the chains and department stores. These are the major organized elements in our distribution. The fight is centralized right round our three selling forces-(1) advertising, (2) goods display, (3) salesmanship.

The chains and department stores borrow all the manufacturer's advertising force possible, to serve their ends. They ask for his help with their goods display. Knowing they are the only organized powers in control of any amount of these two forces, they demand, and get, manufacturer assistance, in one form or another.

The manufacturer who must have outlets capable of using salesmanship must rough-hew them right out of the wood. The manufacturer who must depend upon independent distribution, direct to retailers, or through jobbers, faces a slowly decreasing business in most lines, unless he adds chains or department stores. This, regardless of the amount of advertising he does.

From here, we can go in either of two directions:

1. Manufacturers can develop their use of advertising, goods display and salesmanship-through retail channels-and stay in control of their destinies. They will thus aid in preserving a large number of jobber-dealer outlets of individual initiative-by aiding in the development of a full complement of selling forces upon their lines.

2. Or, organized control of distributive forces will slip more and more into a few hands, until our distributing companies overtop our manufacturing organizations. Manufacturers will be manufacturers again-a round of laboratory, machine shop, and shipping department.

America cannot afford to have this last happen. It would probably mean the loss of our dominating position in world commerce, which we have largely reached because our manufacturers learned to dabble in merchandising, as well as in punchpressing and researching.

What's the first step? What can we do in planned fashion to retain manufacturer domination? Well, we might begin by making the call of salesmen to get more selling forces applied.

We shall find that that salesman's call, be he jobber's man or manufacturer's salesman, often costs ten times as much as the magazine or newspaper advertising in the same territory-and that it does less good. This, chiefly because his calls are unplanned, his "copy" unedited, his purpose or aim, unknown.



. SUGAR

Part 4—A Discussion of Polarization, Ash, Invert and H-ion Concentration

By A. B. KENNEDY

HE subjects about to be discussed: Polarization, ash, invert (or more properly copper reducing substance), and H-ion concentration (pH) can only be presented in a manner that leaves much more to be learned regarding them. This is so because each subject, taken alone, would require many times the space available in any one issue of this magazine to afford detailed discussion of principles and applications. Those readers, lacking in a knowledge of the fundamentals of Chemistry and Physics but desiring more knowledge regarding the use of instruments and apparatus herein discussed are referred to the bibliography which will be given at the end of the series.

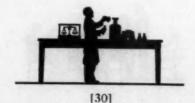
Meaning and Measurement of Polarization

Polarization is a term that has several meanings. In this particular instance it is used to imply the sugar (sucrose) content of an aqueous sugar solution. The measurement of "sugar content" or polarization is effected by means of an optical instrument known as a polariscope. Polarimeter and saccharimeter are other names sometimes applied to this instrument. The latter is also used when a hydrometer (Brix' Spindle) is referred to. Polarimetry or polariscopy are terms used to signify such measurements as are made by means of the polariscope.

A solution of the normal weight (26 grams per 100 milliliters @ 20°C.) of pure sugar (sucrose) when observed in a 200 mm. tube in a polariscope having a Ventzke scale will give a reading of 100°V. This means that the sugar is 100% pure. Except where great care is exercised in the weighing, dissolving, adjusting of final volume, control of temperature, etc., small differences in the sucrose content of different refined sugars are not detectable by polariscope methods. Indeed it may so happen that some small carelessness will result in a solution polarizing above 100.

Double polarization, or the method of Clereet' is employed where the true sucrose content of a sugar solution containing appreciable quantities of inversion products is desired. This method requires an initial or direct polarization of the normal weight of substance as is. And a second polarization of a simlar normal weight (or 1/2 normal weight) that has been hydrolyzed by hydrochloric acid (HC1). By means of calculations, using suitable factors predetermined by research; the sucrose content is made known. The "Clereet'" must be performed with care to obtain accurate results.

The significance of the above will become evident when the following facts are considered: Sucrose when hydrolyzed or inverted breaks down into equal parts of two new sugars; levulose and dextrose. This equal mixture of two sugars is known as invert sugar and has certain properties peculiar unto itself. The property of chief interest to us at present is its opticity. Whereas, sucrose, in normal weight, caused a rotation of 100°V to the right, this new product derived from the hydrolysis of sucrose causes a negative rotation or a left hand rotation resulting in a minus



scale reading. Another fact worthy of note is that the quantity of invert sugar is greater than that of the sucrose from which it was obtained. This may be shown by using the equation representing the hydrolysis of sucrose:

C12H22O11+H2O→ C6H12O6+C6H12O6

The above shows that a molecule of sucrose combines with a molecule of water (with the aid of a proper catalyst), resulting in the formation of a molecule each of levulose or fructose and dextrose or glucose. Taking the molecular weight of sucrose as 342 and that of each of the two new sugars as 180 we have the increase in weight of invert sugar over initial sucrose as shown:

1:X::342:(2x180), 342X=360,

 $X=360\div342, X=1.05263$ From the above it is seen that there is an increase of 5.263% in "sugar" content (sugar in this case

meaning class and not individual substance, i. e., sucrose, levulose. dextrose and many other similar organic compounds are classed as

sugars).

It is also to be considered that of the two new sugars formed one is dextro-rotatory (dextrose) and the other is levo-rotatory. (levulose) The dextrose or right-rotating sugar rotates the plane of polarized light to the right much more strongly than an equal weight of sucrose does. The levulose or the leftrotating sugar rotates the plane of polarized light to the left. The resultant of these two effects, right and left rotation, is the rotation observed for invert sugar. Assiduous study of the laws of polarimetry and those governing the hydrolysis of sucrose will reveal many reasons why erroneous conclusions are frequently drawn from the polarization value of solutions containing

unknown proportions of sucrose and its decomposition products. A solution of sucrose that has been partially caramelized is an example. Here you have conditions that may run the gamut from normal conditions through mutarotations to a condition of optical inactivity (zero polarization). In the event of any unusual condition prevailing, false indications are certain-unless the technician is wary. The novice cannot get the most out of a polariscope. However a novice can, in time, become a good technician and handle specialized problems expertly.

An attempt has been made to show the seeming futility of polarization of refined sugars by placing before the reader a scant few of the principles underlying this method of measurement. not agreeing with G. E. Mayo's comments in his "Notes on Buying Sugar" (that appeared in the Purchasing Agent, Vol. XVIII, No. 7. July, 1928), the author acknowledges his debt to this gentleman for voicing the opinion of many. Mr. Mayo writes as follows: it is pure prejudice on the part of buyers. Beet sugar is exactly the same chemically, commercially, by taste and appearance. For the same reason, a chemical analysis of a sample, so useful in other lines, would be of little value to the sugar buyer. All granulated sugar is now refined to 99%, beyond which point it is impossible to refine it further."

If, as Mr. Mayo states, all refined sugars were only 99% pure or refined a chemical analysis, in part, by the special methods now available would seem to be in order. Furthermore, a sugar only 99% pure could be polarized with less effect of occurring error than one that is 99.9% or better. This purity of 99.9% or at least 99.8% is common in the best sugars on the market today and at the time of Mr. Mayo's article.

To go into detailed discussion as to why beet and cane sugar are chemically the same and yet not the same would be a repetition, in part, of what has been said in previous articles of this series. It is the author's intention to avoid, in so far as possible, any invidious comparisons. Facts and data, have been and will be, presented impartially. It is begged of you that you consider all that is said in total perspective. Consider any part only in so far as it is related to the whole.

While realizing that what has been said of polarization may only have served to whet your appetite (or perhaps your bowie knife to be used on the throat of a certain chemist) for further knowledge regarding this useful determination in the testing of sugars and sweet foods, I believe that for methods and detailed procedure a suitable reference work is better than the few scanty lines that space would permit me to write.

Ash Content of Greater Importance

Where polarization stands as a difficult and uncertain value in its application to highly refined sugars, so stands ash. However, ash is of vastly greater importance than polarization and its newer method of determination (electrical conductivity measurements) lends itself to a more accurate determination of this value even when the order of its presence is 0.001%. Bear in mind that this determination only reflects the total effect of ionizeable salts and gives no hint of their true nature. It follows from this that a high or low ash may be meaningless unless considered in the light of its effect. Beet sugars are generally higher in ash content than cane sugars.

As, in the treatment of the subject of polarization, it is not my intention to present even an abridged laboratory manual of ash determination methods. If you are a chemist you won't need them and if you are not, such instructions would only serve to confuse you. Get you into hot water as it were. Your chief interest probably lies in knowing something of the meaning of the terms that are used in

reporting laboratory findings. With this idea in mind we proceed.

Until the development of a suitable technique permitting the application of electrical conductivity measurements to the estimation of ash (or mineral matter) in sugars various methods were devised. Some of these being more efficacious in permitting the coupling of speed with reasonable accuracy have survived. Of the survivors the sulfated ash and the carbonated ash are perhaps the most outstanding. They are used and preferred in the order of their presentation. The "conductivity" method yields reresults expressible in terms of sulfated ash only when a proper factor is introduced into the calculation. Such factors have been determined for the products of the sugar industry. Much research was necessary and even now the factors are subject to "change without notice." Of course when a change is made this information soon becomes common knowledge to all sugar technologists.

Methods of Ash Estimation

The sulfated ash being the favorite (of the older methods) a brief discussion of its salient features follows: A suitable quantity of sample, depending on the probable ash content, is weighed into a platinum or fused quartz ashing dish of 25-30 ml. capacity; a few drops of sulphuric acid (H.SO₄) are added. Upon addition of the acid the sugar chars or carbonizes. By aid of gentle application of heat this carbonization is completed. The next step is to burn off all carbonaceous matter, leaving only the inorganic matter as sulphate salts, as a residue. The combustion of carbonaceous matter is generaly effected in an electric muffle furnace maintained at a red heat. After the first ignition lasting 15-20 minutes the ashing dish is removed from furnace and cooled. When cool enough a few drops of acid (H2SO4) are added to the residue, which is then reignited, cooled, dessicated and weighed. General practice dictates that a 1/10 reduction in weight of the residue be made before it is calculated to per cent ash.

The method of ash determination

as outlined above is apt to give poor results when applied to sugars of exceptional low ash content. It is all right for soft sugars and similar products. On the other hand the determination of ash by electrical conductance measurements is much more rapid and is applicable to any number of products. The initial cost of apparatus is greater than for the other method. However, it is of value in many other investigations where it is of value to know the relative "mineral" content of solutions of exceedingly low salt concentration. Salt in the previous statement refers to a class of chemical compounds of an acid and a base. For instance sodium chloride (NaCl) or common table salt is the product obtained when hydrochloric or muriatic acid (HCl) is neutralized by sodium hydroxide or caustic soda (NaOH). Compounds other than salts affect the conductivity of a solution, acids and bases are as influential as are salts. Any ionizable substance exerts this influence.

Due to the minute quantity of ash found in refined sugars it is impossible at present to determine with exactness the ultimate nature of the ash components. Many substances have been determined quantitatively in this ash. Some of these are calcium chloride (partly responsible for hygroscopicity) phosphates, silica, iron salts, etc.

The effect of appreciable quantities of various salts, acids and bases on pure sucrose has been studied and the findings published. It may or may not be that the laws governing the phenomena observed are applicable when only traces of these compounds occur as impurities in refined sugars. However, there is evidence to support the belief that in certain instances the results to be expected are predictable where the nature of the ash can be ascertained. As has been said this is difficult if not impossible and is of course highly impracticable for routine examination. Those tests, candy and caramelization, that bring to light the gross effect of impurities, are the only available tools with which the practical man can work. That these tools have



dull edges will be shown in a succeeding article.

And Now, "Invert"

We now come to the subject of "invert." In sugar laboratory parlance this means the amount of copper reducing substances, calculated as invert sugar, that a given sugar is found to contain.

That there are cases where copper reducing substances other than invert sugar are present can be easily proven. Therefore, if in a candy test copper reducing power is determined and calculated as per cent. inversion, some error may occur. Different sugars have different relative reducing powers. This same property is exhibited by "caramel." As mentioned before caramel is of most complex and indefinable composition. The following table taken from Browne's "Handbook of Sugar Analysis" and supplemented by data from Noel Deerr's "Cane Sugar," and laboratory research on caramel by the author, shows the relative reducing power of various sugars and "caramel" upon Fehling's solution:

Table of Relative Copper Reducing Power in Terms of Glucose

Substa	п	C	e							1	R	e	ducing Power
Glucose*													.1.000
Invert S	i	19	₹	21	1	8							.0.962
Fructose													
Lactose													.0.703
Maltose													
													0 200 40 0 600

*Glucose and Invert Sugar here are not the glucose and invert sugar of commerce but are pure products and the reducing power is based upon a unit weight of 0.500 gram of the dry solid. The glucose of commerce contains varying proportions of dextrose, maltose, dextrine, proteins, mineral salts and water. The glucose of the laboratory is a pure dextrose. The invert sugar of commerce also differs from the invert sugar of the laboratory. Commercial invert sugar will vary in composition, depending upon the process of its manufacture. Even high grade commercial invert sugar will contain 2% of un-inverted sucrose and about 80% invert sugar, the balance being water with traces of ash and other carbo-hydrates. The laboratory product is of course pure, and its reducing power based on dry basis.

Permit me to pause at this point and offer explanation for any seeming irrelevance. Some eight years spent as occasional "cicerone" have shaped my mode of presentation to suit the average inquirer. I hope this explains the previous paragraph which is in reality a footnote.

To proceed, caramel is of variable reducing power as shown and where appreciable quantities are present in a candy plaque being tested it is reasonable to expect its presence to affect the "invert" determination. Such an instance is only of passing interest because if sufficient caramel is present, the color of the plaque will preclude the use of the sugar from which it was made. The point is-if you have occasion to determine "invert" in a dark colored product bear in mind the possible influence of caramel. It is granted that an appreciable quantity would need to be present to cause change in "invert" per cent, beyond that of analytical error. This will be governed by the precision of method and skill of the technician.

The ordinary methods of "invert" determination are ill suited to the determination of small percentages of reducing substances. Fehling's, Soxhlet's, Benedict's and other alkaline copper solutions so useful in the determination and detection of invert sugar, glucose and other reducing substances, are valueless when the ratio of sucrose to "invert" is high (99.9:0.1). Under such conditions it is not likely that the determination of "invert" will have any significance. The per cent. "invert" will be invariably higher than the true value and invert may be indicated as present when such is not the case. due to the effect of boiling alkaline solutions on sucrose, the sucrose is broken down with the formation of reducing sugars. The decomposition is dependent chiefly upon the temperature, degree of superheat, area of liquid surface, time of boiling, concentration of copper salt, ratio of sucrose to invert and hydroxyl ion concentration of solution. From this it can be seen that accurate "invert" determination is the province of the trained chemist.

A study of some of the reported analyses of refined sugars, made during the past 10 years, reveals an unusually close agreement of such values as ash, invert, polarization, etc. This suggests that either all refined sugars are nearly alike or else the analysis is at fault. Knowing the limitations of the analytical methods available and the likely dearth of precision instruments and sufficient time in the prosecution of the analytical work, it is fair to assume that some of these data are meaningless. That data which originated in well equipped and manned (equipment is placed before worker, because even an expert is handicapped without proper facilities) laboratories is worthy our credence. But even so infallibility is a rare

Enough of this limited discourse on "invert," more about this is available elsewhere as in the case of the preceding subjects. However, Scientific Paper No. 268, U. S. Bureau of Standards and Circular No. 44 of the Bureau will be of great interest and not a little aid. While these two publications, particularly the former, are not up-to-the-minute they contain invaluable information. Their careful perusal will repay you in new knowledge of the scope and function of our Government-supported technical and scientific activities.

Before passing on to the discussion of H-ion concentration let me call your attention to the paper by Peterson, Buchanan and Levine entitled "A Study of the Preparation of Sirups." This paper is a reprint from Iowa State College Journal of Science, Vol. 2, No. 1, October, 1927, pp. 43-55. It is a concise treatise on the "Hydrolysis of Sucrose Sirups" and while its chief interest may be to Carbonated Beverage bottlers, it should prove of interest to any user of sugar.

Our next subject, H-ion concentration, which is a measure of the effective acidity in contra-distinc-



tion to total acidity and which is of vast importance to you all, is one that I hesitate to discuss. As a starter-its introduction as such into commercial and industrial practice is rather recent, although it has always been with us. Had the little that is known (of some phases of its application) regarding H-ion concentration been known outside of the biochemical laboratories in the past several decades, certain industrial processes would have rapidly attained to an efficiency and economy that was otherwise denied them. This is indeed the "Summum Bonum" of industrial technology.

Available methods for the routine determination of pH can be divided into two groups. The first and most important of these is the electrometric or potentiometric. Direct measurement of the potential of a solution utilizing a suitable electrode is the fundamental method. The colorimetric methods, so valuable for many routine determinations of H-ion concentration, are based on studies made by the first method.

An inexpensive pH apparatus suitable for general use and sufficiently accurate for most purposes is obtainable from any laboratory supply house. The instrument referred to consists of a potentiometer, a calomel half cell and a gold (quinhydrone) electrode. This instrument is quite satisfactory for any pH under 8.0 pH. It is possible to determine pH values above 8.0 pH, but not as certainly as those values that are lower.

In using the apparatus mentioned in the previous paragraph the following is the general procedure: After preparing the calomel half cell and checking the instrument as per manufacturers instructions accompanying the instrument, measurement of the pH of a solution can be made in a minute's time. A small beaker (100 ml. capacity) contain-

ing about 75 ml. of solution to be tested is placed so that the two electrodes dip into the solution, sufficient quinhydrone to saturate the solution is stirred in and the electromotive force (e.m.f.) of the solution measured by means of the potentiometer. The millivoltage and temperature of the test solution are referred to a table of conversion values to obtain the pH of the solution.

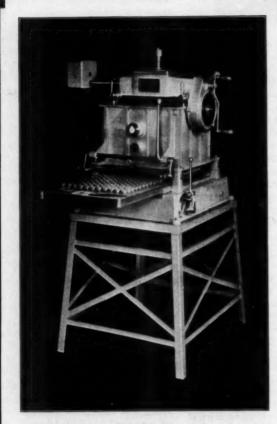
The colorimetric method is preferred by some because they consider it more rapid and economical, and easier to employ.

Where a limited range of pH values is to be determined-values within the range of a given indicator, the economy may be conceded. If the same latitude of measurement possible with the potentiometric apparatus is desired then the colorimetric method will prove more costly in the long run. The purchase of color standards to cover pH values from 1 to 10 would be less than half the cost of the potentiometer but they would probably need replacing in a year's time. Of course the colorimetric method offers many varieties of procedure of which the method spoken of is only one. If a colorimeter of the Dusboscq type is used it will eliminate the use of permanent standards. The choice of method should be governed by your requirements. Best results are obtained where the colorimetric method is used as routine procedure and checks are periodically made by potentiometer.

From time to time you are told of the significance of pH and "buffer action." Buffer action is the property of some solutions to resist change in their pH value when acidic or basic substances are added. The unbelievably small amounts of "ash" associated with some refined sugars act as buffers. The second next paragraph cites a practical example of this fact.

Britton in his "Hyrogen Ions" says: "The inversion of cane sugar (he no doubt means sucrose irrespective of origin) during boiling is proportional to the hydrogen-ion concentration. If the extent of inversion has been too great the syrup will be unsuitable for making into hard sweets." There are those who

BETTER QUALITY



THE FRIEND HAND-ROLL MACHINE THE STARCHLESS PROCESS

The Bostonian shown here is electrically heated and automatically controlled for uniform centers of any size or shape from the small dainty pieces to a one pound Easter Egg and handles any plastic material with or without nuts, fruit or cocoanut.

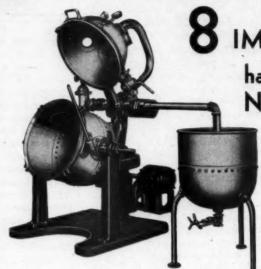
Meeting cheap competition by reducing quality is not the right answer for profitable results. The smart thing is to go in for

The accepted standard for quality creams. Nothing can be more aerious for a producer of cast creams than to have his competitor offer Hand-Rolls.

Friend Machines are built in several sizes for small shops to the largest plants.

HARRY L. FRIEND

BOSTON, MASS.



IMPORTA have been NEW TYPE

> For cooking and produce Also for bet

VACUUM CANDY MACHINE

"SENIOR SUCKER"

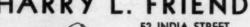
Combination Sucker, Plastic and Tablet Machine



One of the most versatile and widely adaptable machines ever offered to the confectionery industry.

It produces over 300 die-cut penny suckers per minute, solid, filled or honey-combed. It also makes plastic filled candies, balls, berries, eggs, clear tablets, waffles, buttercups, etc., on maximum production basis. Here is the way to new ideas and economy. Installed on approval.

THE V. O. HERMANN



52 INDIA STREET,



2734-44 High Street CHICAGO, ILL.

PRODUCTION

MORE ECONOMY

ORTANT NEW FEATURES

e been incorporated in the W TYPED SIMPLEX VACUUM COOKER

- pump.
- Larger motor.
- More efficient condenser.
- 4. Attachment for thermometers.
- 5. Larger sight glasses.
- 1. More powerful 6. Compact counter weight.
 - 7. More practical base plate and
 - 8. Quick acting and efficient draw in connection from premelter to cooker.

For cooking and cooling the finest of cream fondant, this unit saves time and produces better results.

Also for better pure sugar hard candy production.

Write for particulars.

CHINERY CO., 15 Park Row, New York City

THE "TWINPLEX"

Candy Stick Sizer-Twister—Cutter

Another machine that has been accepted as unusual in wide adapta bility. Full automatic -it turns out a variety of



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It sizes, twists and cuts, to any desired length, triangular, round or square sticks-solid, clear, pulled or with honey combed centers, etc. Also ideal for cut-rock work.

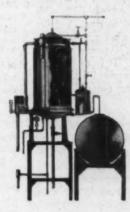
The "POLARSTIL"

Produces distilled water for less than 3/8 cents per gallon



When you consider the importance of pure water in producing a crystal pure product, free from discoloration, you will want to investigate the advantages of the POLAR-

The POLARSTIL has a definite place in quality candy making and it will repay you in dividends of savings.



Write us for full particulars and give this unit serious consideration to your own profit.

CHAS. HOLMBERG & CO.

2734-44 HIGH STREET. CHICAGO, ILL.

CORPORATION

DUCTION ENGINEERS

15 Park Row, NEW YORK



doubt or deny the strict proportionality of inversion with change in pH. The chemistry and mechanics of sucrose hydrolysis have received a considerable amount of study and some contravertible opinion are to be expected.

Keeping in mind that the source of H-ions is the acid added, consider the following results obtained by Schaal and Johnson in their work on the preparation of invert sirups from cane and beet sugars. Their results were published in "Food Industries," Vol. 1, No. 6, March, 1929. A high grade cane sugar and a high grade beet sugar when inverted under similar conditions using exactly the same quantity of acid gave different per cent inversion. The cane sugar had an ash content 1/17 that of the beet sugar. Their respective polarizations were identical. The pH after addition of acid was 0.4 pH higher in the case of the sucrose syrup prepared from the beet sugar. The cane sugar syrup inverted 92% with 6% un-inverted sucrose. The beet sugar syrup inverted only 73% with 20.5% un-inverted sucrose. A striking example of what an impurity (ash) less than 7/10 pound per ton of sugar can do! It is of interest to know that it required 3 times as much acid to bring the pH of the beet sugar to the same pH as that of the cane sugar syrup. With this condition of equal H-ion concentration and its promise of equal inversion the beet sugar syrup only inverted 91.5% (0.5% less than theory predicted), even though its final pH was 0.1 pH lower than in the case of the cane sugar syrup.

The case just cited permitted a beautiful presentation. And though it tended more to focus attention on ash than upon pH, nevertheless pH was at the bottom of the phenomenon of inhibited hydrolysis. Other instances of the importance of knowing and regulating H-ion concentration would seem superfluous.

Daggett Acquires F. H. Roberts Co.

A DDING another company to its recent acquisitions, The Daggett Chocolate Company of Cambridge,



New Merck Research Laboratory Ready

THE new Research Laboratory of Merck & Co., Inc., located in Rahway, N. J., which has been under construction for some months, will be ready for occupancy early in March. Appropriate dedication eeremonies have been planned.

As described in this publication when first announced, this building will provide ample room for carrying on the company's varied research work. Three laboratories have been provided for carrying on pure or fundamental research. Another laboratory will be fitted for

bio-chemical research. There will be room for a pharmacological laboratory where physiological action of various chemicals will be investigated.

One of the wings of the building will house a large chemical laboratory, suitable for twelve chemists carrying on applied research and development work.

Other features provided include studies on small scale plant operations; an optical and physical laboratory; research on the containers used for various chemicals; and upto-the-minute library containing complete files of technical literature from all over the world.

Mass., recently announced that it had taken over the business and assets of the F. H. Roberts Company of Boston, manufacturers of the Apollo brand of chocolates. It is understood that the Roberts plant will be closed and the Apollo line manufactured in the Daggett factory.

Page & Shaw, F. H. Dow & Company and the Apex Chocolate Company are other companies whose control has been taken over by the Daggett organization.

Price Confectionery Co. Formed in Chicago

THE Price Confectionery Co., headed by Claude E. Price, President, has been formed in Chicago, at 340-350 Huron St. Mr. Price who was Production Superintendent at Bunte Brothers for ten years, has announced that he expects to have his new plant in production by the first of March.

The new firm will start with a limited line, concentrating on fudges, nougats, and special jellies. A line of chocolates will probably be added in the fall.

Distribution will be through the reg-

ular wholesale outlets, including chain and department stores.

Mr. Price, well known in candy production, brings to his new organization an experience of thirty years in the candy business. The corporation is capitalized at \$20,000.

Candy Institute Formed

(Continued from page 25)

& Sons is president of the new association, with Ernest Wilson of the Ernest Wilson Company, as vicepresident; G. P. Ballachey of the Margaret Burnham Cottage Candies chain as treasurer, and Howell H. Ware as executive secretary. In addition to the officers named, the board of directors is composed of A. H. Deute of the Martha Washington Candies Co., J. O. Edv of Edy's Character Candies, and Oscar Samet of the Pig 'n Whistle Corporation. Headquarters of the new association are located at 218 Hobart Building, San Francisco.-Howell H. Ware, Sec'y.

A Fanciful Reunion of Salesmen "Down Glucose Alley"

By GEORGE J. HEISER

President, Western Confectionery Salesmen's Assn.

DREAMED a dream last night that I was walking down Glucose Alley and who do you think I met? Many of our departed salesmen and faithful warriors of the industry. There was Billy Baird introducing Hershey Chocolate to the New York trade in a white wrapper with gold letters. Standing by his side, was Jim Mullody selling American Carmel Company's line, Big Seller — McGinty Sticks and Harry Kerst with a smile a mile long, handling Henry Heide's line.

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So as if I just floated through space, I met up with the Dean of all Candy Salesmen, Silver Locks Bill McDowell and with him Yallow Bill Brierley and Ned Staley asking if either one had a Baltimore Sunwhen up spoke George H. Jackson of Gilt Edge Fame: "I have one you boys can look at, if after reading you will give it to my son Howard."

I then floated on and who should I meet but Harry Rapp, selling for little Jimmy McClurge of New York, father of the ever smiling Frank McClurge. Bob Kline was there, writing orders in his goodnatured way for Brandle & Smith.

Bill Rowan, making his trip east for the Pan Confectionery Factory, was standing in the lobby of Dooner's Hotel in Philadelphia, talking to Slats Hirshfield of Quaker City. Standing at the desk was Ned Towel from away out west.

Then who should appear on the scene but Bill Moffett, spirit of good fellowship, and the funniest of all Candy salesman, Harry Mowbary with his iron hat, and Harry Goldsmith who hit the pavements around New York. Next came Charley Clarke, the Baltimore Kid, who did his stuff for Satin Finish; Frank Cromwell who put in the most time on the road, traveling over fifty years; Joe Gagliardi who helped make Planter's famous; Joe

Gibian who cashed in big with Walker's of Muskegon during the war; Harry L. Gregory who had a way of putting Quaker City's line over, and Frank C. Helmer from Chicago.

This was a grand ethereal reunion of old friends. There was Walter Hoover, who passed on in the prime of life; Frank Judd, who was known all through the Middle West, and Neil Sutton — wherever candy went, Neil was sure to be there. Then came Abe Selleck, whose slogan was, "Give me the merchandise and I will sell it."

In this fantasy I saw Martin Murphy, Jr., from Batavia, New York, who was the Adonis of his time; Fred Cohn, who sold for the Frank Fleer Company, and then there was Harry Fitzgerald, who sold carloads for Rodda; Sol Bender, who kept Hawley & Hoops on the New York market, and Tim Chesholm, from Cape Cod way; Basil Duke, Napoleon of his time, was there, with Reinhardt Newton's line from Cincinnati.

Others in this assemblage of old friends included Fred Emme, who will never be forgotten, and George Emrick, who was known from one end of New York State to another; Henry Harfst, who would talk chocolate coatings in his sleep; and Jimmy Higgins, who sold more of J. J. Matchett's line each trip than the factory could make up in months.

Eddie Kraus, when not talking candy was telling everyone how good Baltimore oysters were, and there was Jimmy McFee, who came from Baltimore with the Dapper Dan walk; Frank Suter, whose personality was world wide and who will never be forgotten for the good he has done for the candy business and his fellow salesmen.

Yes, and here was William Sinek, the Baby in years and a Giant in size, who passed on. Shuffling along came Sam Williams. Then there was Jim Woodward in all his glory, standing there just as in life,—and Henry Woods, who covered the good old U. S. A. selling Parafine chewing gum for Smith of Cincinnati.

Boy, what a dream! I just lived with the boys once again!

Now, all these boys have passed down Glucose Alley, never to return, and their order books have been closed forever. May there be inscribed in gold on each order book, "Salesman of Good Fellowship."

Stroud Jordan Addresses Chemists

SPEAKING before a recent meeting of the New York Chapter of the American Institute of Chemists, Dr. Stroud Jordan, author of "Confectionery Problems," and director of the Applied Sugar Laboratories, New York, made a splendid presentation of the problems confronting the industry, and pleaded for better understanding and co-operation on the part of professional chemists.

Dr. Jordan briefly outlined the applications of chemistry to the control of raw materials, finished products, and fundamental processes employed in confectionery manufacture, and stressed the important need for standardization and professional methods.

He believes that chemists are better fitted than other professionally trained persons to cope with the problems of the confectionery industry, but that they should use their knowledge of chemistry merely as a means to an end. Of the relatively few chemists that have been employed by the industry, even some of these have been released; and Dr. Jordan laid this seeming lack of appreciation on the part of manufacturers to the chemists' own unfortunate tendency to hold themselves aloof in laboratories, "looking out the window through a testtube," instead of going out into the plants where they can acquire a more intimate and practical knowledge of what the plant men really need and want to know.



The Candy Clinic is conducted by one of the most experienced superintendents in the candy industry. Each month a number of samples of representative candies are picked up at random. Each sample represents a bona-fide purchase in the retail market so that any one of these samples may be yours.

This series of frank criticisms on well-known, branded candies, together with the practical "prescriptions" of our clinical expert, are exclusive features of the M. C.

Next month we will discuss Home-mades and 10c, 15c, 25c packages.

Assorted Chocolates

Code 2A 33

Assorted Chocolates—1 lb.—80c. (Purchased in a drug store, Brooklyn, N. Y.)

Appearance of Package: Good.

Box: A white box, extension top and bottom, embossed in gold and red. Neat looking. Cellophane wrapped.

Appearance of Box on Opening: Good.

Chocolate Coating: Dark. Color: A trifle dark.

Gloss: Good. Strings: Good. Taste: Good.

Centers-

Nut Nougat: Good. Strawberry Cream: Good.

Vanilla Cream: Good.

Maple Cream: Good.

Vanilla Caramel: Good.

Butterscotch: Good.

Plantation: Good.

Jelly and Almond: Good.

Orange Cream: Good.

Cream Brazils: Good.

Molasses Sponge: Good.
Vanilla Marshmallow: Good.

Chocolate Cream: Good.

Assortment: Good.

Remarks: This box of chocolates is of good quality but a trifle high priced.

Code 2B 33

Assorted Chocolates—1 lb.—29c (Purchased in a chain drug store, Boston, Mass.) Appearance of Package: Fair.

Box: Orange box, embossed in blue and gold, tied with a gold cord; full telescope style.

Appearance of Box on Opening: Good. Chocolate Coating: Dark.

Color: Too dark.

Gloss: Fair, some pieces bloomed.

Taste: Fair. Strings: Fair.

Centers-

Strawberry Cream: Poor flavor.
Pink Cream: Could not distinguish

flavor.

Orange Cream: Poor flavor. Vanilla Cream: Hard and dry. Butterscotch Caramel: Fair. Vanilla Nougat: Tasteless. Coconut Cream: Fair. Peppermint Pattee: Good.

Foiled Vanilla Cream: Fair.

Assortment: Entirely too small.

Remarks: This box is not up to 29c standard. Far superior boxes can be purchased for 25c. The box contained mostly all creams of very poor quality. The quality of all pieces was poor. These chocolates compare with chocolates being sold in chain stores at 15c a pound.

Code 2C 33

Assorted Chocolates—1 lb.—35c (Purchased in a cigar store, Boston, Mass.)

Appearance of Package: Good.

Box: Blue, buff top, embossed in gold; full telescope; Cellophane wrapped. Box had a false bottom.

Appearance of Box on Opening: Good. Chocolate Coating: Dark.

Color: Good.

Gloss: Most of pieces had bloomed.

Strings: Good.
Taste: Good.

Centers-

Caramel: Good.

Peanut Glace: Good.

Nut Nougat: Good.

Nut Paste: Good.

Vanilla Peppermint: Good.

Peanut Butter Sponge: Good. Strawberry Cream: Good. Raspberry Cream: Good. Maple Cream: Good. Orange Cream: Good.

Walnut Top Vanilla Cream: Good. Assortment: Entirely too small.

Remarks: Too many caramels used in this assortment. There are a number of boxes on the market today selling for 29c that compare with this box. A number of pieces were bloomed and did not make a good appearance.

Code 2D 33

Assorted Chocolates—1 lb.—50c (Purchased in a cigar store, Boston. Mass.)

Appearance of Package: Good.

Box: Buff color, a harbor scene printed in brown. Extension top and bot-

THE MANUFACTURING CONFECTIONER

tom. Wrapped in transparent cellulose.

Appearance of Package on Opening: Good.

Chocolate Coating: Dark.

Colors: Good. Gloss: Good. Strings: Good. Taste: Good.

Centers-

Butterscotch and Cream: Good. Coffee Cream: Good. Molasses Coconut: Good. Lemon Cream: Good.

Ting Ling: Good.

Lime Paste and Cream: Good.

Fruit Nougat: Good.
Vanilla Nut Nougat: Good.
Maple Nut Cream: Good.
Butterscotch: Good.
Vanilla Caramel: Good.

Cherry Cream: Good.

Maple Walnut Marshmallow: Good

Vanilla Nut Cream: Good. Raspberry Cream: Good. Chocolate Fudge: Good. Peppermint Paste: Good. Raisin Cluster: Good.

Belmont Marshmallow: Good.

Almonds: Good.

Molasses Sponge Chip: Good. Wintergreen Cream: Good.

Marshmallow Fudge: Good. Half-Dipped Green Crystallized

Cream: Good.

Bittersweet Peppermint Cream: Good.

Assortment: Very good.

Remarks: This is an exceptionally good box of chocolates both in quality and workmanship for 50c a pound. The assortment was exceptionally large and well balanced, centers were well made, flavors were good.

Code 2E 33

Assorted Chocolates—1 lb.—69c

(Purchased in a drug store, New York City)

Appearance of Package: Good.

Box: White printed in black. Full telescope. Cellophane wrapped.

Appearance of Box on Opening: Good.

Coatings: Milk and dark.

Colors: Good. Gloss: Good. Strings: Good. Taste: Good.

Dark Chocolate Centers-

Nut Nougat: Good. Cherry Cream: Good. Vanilla Caramel: Good. Maple Pecan Cream: Good. Milk Chocolate Centers—

Hard Candy Blossom: Good. Caramel and Cream: Good. Orange Cream: Good.

Vanilla Cream: Good.

Peppermint Cream: Good.

Cherry Cream: Good.

Assortment: Fair; too small.

Remarks: This box of chocolates is not up to the standard of 69c chocolates. Assortment is too small and box contained altogether too many creams. Flavors were not strong enough. Suggest a liner be used.

Code 2F 33

Assorted Chocolates-1 lb.-\$1

(Purchased in a cigar store, Boston, Mass.)

Appearance of Package: Good.

Box: Full telescope; black printed in yellow, gold and white. Tied with gold ribbon. Cellophane wrapped. Box expresses originality.

Appearance of Box on Opening: Good.

Chocolate Coating: Good.

Color: Good. Strings: Good. Gloss: Good. Taste: Good.

Centers-

Ginger: Good.
Cordial Cherry: Good.
Chocolate Nut Caramel: Good.

Lemon Cream: Good.

Molasses Plantation: Good.

Nut Nougat: Good.

Nut Nougat: Good. Nut Butterscotch: Good. Almond Paste: Good. Peppermint Cream: Good.

Walnut Top Vanilla Cream: Good.

Vanilla Butter Cream: Good. Vanilla Nut Caramel: Good. Maple Cream: Good.

Molasses Coconut: Good.

Marshmallow Mint Paste: Good.

Chocolate Nut Fudge: Good. Apricot Jelly: Good. Vanilla Caramel: Good.

Vanilla Nut Cream: Good.
Pecan Top Maple Cream: Good.

Foiled Filberts: Good.
Foiled Almonds: Good.

Molasses Sponge: Good. Nut Butter Taffy: Good.

Foiled Cup Solid Nut Chocolate: Good.

Orange Cream: Good.

Assortment: Very good.



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Remarks: This is the finest \$1 box of chocolates the Clinic has examined for some time. Centers were of the finest quality and workmanship. Suggest a liner be used in this box.

Code 2G 33 Assorted Chocolates, Irregulars— 1 lb.—29c

(Purchased in a cigar store, Boston, Mass.)

Appearance of Package: Very cheap looking.

Box: Plain unwrapped board box printed in blue with word "Irregulars" stamped in blue.

Appearance of Box on Opening: Chocolates were thrown in, no attempt at packing.

Chocolate Coating: Dark.

Color: Good.
Gloss: Good.
Strings: Good.
Taste: Good.
Centers—

Nougat: Good.

Hard Candy Blossom: Good. Raspberry Cream: Good. Chocolate Nut Caramel: Good.

Nut Cream: Good.
Peppermint Cream: Good.
Wintergreen Cream: Good.
Vanilla Cream: Good.

Raisin Cluster: Good.

Hard Candy Filled Stick: Good.

Nut Taffy Stick: Good.
Plantation: Good.
Orange Cream: Good.
Apricot Jelly: Good.
Nut Paste Sponge: Good.
Nut Bonbon: Good.
Strawberry Cream: Good.
Peanut Cluster: Good.
Vanilla Caramel: Good.

Date: Good.

Molasses Sponge: Good.

Almond: Good. Pecan: Good.

Pecan Caramel Roll: Good. Assortment: Very good.

Remarks: These chocolates both in quality and assortment are far better than some \$1 boxes. Exceptionally fine chocolates.

Code 2H 33 Assorted Chocolates—1 lb.—60c

(Purchased in a railroad depot, Boston, Mass.)

Appearance of Package: Good.

Box: White, printed in blue and embossed in gold. Transparent cellulose wrapped. Neat looking.

Appearance of Box on Opening: Good. Cellophane mat used.

Chocolate Coating: Dark.

Color: Good.

Gloss: Fair; partly bloomed.

DUE to limited space, it is possible to include only a cross section of the goods available under the different types and classifications of candies brought to the Candy Clinic each month for examination. Partiality and discrimination play absolutely no part in our selections. Lesser known merchandise is sometimes given preference over merchandise that has already established itself favorably in the eyes of the consumer, and to that extent only can we be considered discriminatory.

Bearing this fact in mind it is evident that the market holds many excellent confections which never reach the Candy Clinic for examination. Such being the case, any opinion we might express in these columns as to the superiority or inferiority of any item analyzed, is in no sense a fair basis for comparison with any of the many other confections of the same type which do not happen to be among the items examined at that particular time.

-Editor.

Strings: Good. Taste: Good.

Centers-

Peppermint Cream: Good. Butterscotch: Good.

Dark Cream: Could not taste any flavor.

Lemon Cream: Good.

Green Jelly: Flavor could not be distinguished.

Nut Nougat: Good. Orange Cream: Good. Nut Taffy: Good. Vanilla Caramel: Good. Nut Caramel: Good. Nut Cream: Fair. Vanilla Fudge: Good.

Assortment: Fair.

Remarks: This box of chocolates is not up to the 60c standard. Assortment is too small, too many creams. Some of the flavors need checking up. Suggest a liner be used also the assortment be made larger. Also add pieces to the assortment other than creams.

Code 2I 33

Assorted Chocolates—1 lb.—60c (Purchased in a candy chain store,

Chicago, Ill.)

Appearance of Package: Regular stock package.

Box: White, embossed in gold; full telescope.

Appearance of Box on Opening: Good. Chocolate Coating: Dark.

Color: Good.

Gloss: Good.

Strings: Good.
Taste: Good.

Centers-

Hard Nougat: Good.
Molasses Chips: Good.
Caramallow: Good.

Maple Walnut Cream: Good. Black Walnut Cream: Good. Vanilla Buttercream: Good.

Nut Taffy: Good. Vanilla Cream: Good. Coconut Cream: Good.

Chocolate Coconut Cream: Good. Vanilla Cream Brazil: Good.

Milk Chocolate Coated Molasses Fig Taffy: Good.

Chocolate Nut Cream: Good. Almond Butter Taffy: Good. Chocolate Nut Caramel: Good.

Assortment: Good.

Remarks: The quality of this candy is of the best. Pieces are well flavored, the coating is good for this priced goods. Suggest a liner be used in this box.

Code 2J 33 Assorted Milk Chocolates—1 lb.—

(Purchased in a candy chain store, New York City)

Appearance of Package: Plain stock box.

Box: One-layer, white, printed in red. Appearance of Box on Opening: Good. Milk Chocolate Coating—

Color: Good.
Gloss: Good.
Strings: Good.
Taste: Good.

Centers-

Strawberry Jap Jelly: Good.

Maple Cream: Good.

Date: Good. Brazil: Good.

Pineapple Jelly: Good.

Solid Chocolate with Pecan: Good.

Vanilla Nougat: Good.
Molasses Sponge: Good.
Vanilla Fudge: Good.
Vanilla Marshmallow: Good.
Chocolate Caramel: Good.
Peanut Taffy: Good.
Caramallow: Good.

Solid Chocolate: Good.

Butter Cream: Good flavor but hard.

Pistachio Cream: Good.

Pink Cream: Had an off-taste flavor.

Pecan Cluster: Good. Orange Cream: Good. Plantation: Good.
Raspberry Cream: Good.
Filbert Cluster: Good.
Chocolate Spiced Cream: Good.
Peppermint Cream: Good.
Solid Chocolate: Good.
Pecan Nougat Roll: Good.

Caramel Nougat Stick: Good.

Assortment: Good.

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Remarks: The quality of this box of chocolates is selling at 60c or more. With the exception of one of two creams the quality was good.

Code 2K 33 Assorted Chocolates—1 lb.—\$1

(Purchased in a drug store, Brooklyn, N. Y.)

Appearance of Package: Good; different and attractive.

Box: Tin, lithographed in brown, orange and gold with scene of tall building and a penthouse. Wrapped in amber transparent cellulose.

Appearance of Box on Opening: Good. Three crystallized jellies on top layer, one green crystallized acorn, one foiled piece. All small pieces.

Chocolate Coating: Good.

Color: Dark.
Gloss: Good.
Strings: Good.
Taste: Good.

Centers-

Almonds: Good. Peacans: Good.

Vanilla Coconut Paste: Good. Vanilla Marshmallow: Good. Peppermint Cream: Good. Pistachio Cream: Good.

Walnuts: Good.
Nougat: Good.

Vanilla Nut Caramel: Good.

Brazils: Good.

Strawberry Cream: Good.

Date: Good.
Filberts: Good.
Maple Cream: Good.
Plantation: Good.

Grape Jap Jelly: Flavor a trifle off.

Pink Nougat: Good. Hard Nougat: Good. Ginger: Good.

Nut Cream Paste: Good.

Taffy: Good.

Sugared Almond: Good. Glace Cherry: Good.

Acorn: Too hard to eat; not made right.

Lime Jelly: Good.

Solid Chocolate Fancy Shape: Good.

Assortment: Good.

Remarks: The container is right up to the minute, both in design and quality of the candy. Box is original and attractive. Code 2L 33
Assorted Chocolates—1 lb.—89c

(Purchased in a nut and candy store, New York City)

Appearance of Package: Good.

Box: Buff mottled paper printed in red and brown. Cellophane wrapped. Telescope style.

Appearance of Box on Opening: Good. Three foil pieces on top layer. All small pieces.

Chocolate Coating: Dark.

Color: Good.
Gloss: Fair.
Strings: Plain; good.
Taste: Good.

Centers-

Molasses Chips: Good. Filbert Paste: Good. Date and Nut: Good.

Praline: Good.
Chocolate Caramel: Good.

Peanut Butter: Good.
Nut Nougat: Good.

Vanilla Nut Caramel: Good.

Almonds: Good.
Glace Pineapple: Good.

Brazils: Good. Raisin and Nut Paste: Good.

Hard Nougat: Good.
Vanilla Caramel: Good.
Chocolate Gauach: Good.
Raisin and Walnut: Good.

Nut Paste: Good.
Maple Cream: Good.
Praline Square: Good.

Foil Cup, Milk Chocolate and Paste: Good.

Vanilla Cream, Bittersweet Coating: Good.

Assortment: Good.

Remarks: This is a good box of chocolates at the price. The strings were very plain. The gloss on the coating was not up to standard. Suggest a divider be used as the top layer was a trifle loose. Some of the pieces were not completely covered, the dipping was carelessly done on some pieces.

Code 2M 33 Assorted Light Chocolates—1 lb. —25c

(Purchased at a chain store, Chicago, Ill.)

Appearance of Package: Good.

Box: Two-layer full telescope; pink variegated paper printed in blue, tied with green grass ribbon, no wrapper.

Appearance of Box on Opening: Good. Chocolate Coating: Light.

Gloss: Good. Strings: Good.

Taste: Good for this priced candy.

Centers-

Vanilla Caramel: Good.

Pink Cream: Flavor could not be distinguished.

Vanilla Chew: Good.
Vanilla Cream: Good.
Vanilla Marshmallow: Good.

Maple Cream: Good.

Peppermint Cream: Good.
Walnut Top Maple Cream: Good.

Assortment: Too small.

Remarks: This is a fair box of chocolates at the price of 25c. The assortment could be made larger, any number of cheap centers could be used to bring this assortment up to standard.

Code 2N 33

Chocolnte Peppermints—1 lb.—25c (Purchased at a chain store, Chicago, Ill.)

Appearance of Package: Good.

Box: Full telescope; white, printed and embossed in gold; tied with red grassribbon.

Appearance of Box on Opening: Fair; a number of pieces were broken.

Chocolate Coating: Bittersweet.

Color: Good. Gloss: Fair. Strings: Fair. Taste: Fair.

Centers: Peppermint cream.

Texture: Good. Flavor: Good.

Remarks: These peppermints are a trifle high priced. This type of candy is being sold at 19c by some of the chain stores.

Code 2O 33

Assorted Chocolates—1 lb.—50c (Purchased at an "L" station, Chicago, Ill.)

Appearance of Box: Good.

Box: Full telescope: buff

Box: Full telescope; buff, printed in light brown, no wrapper or ribbon. Appearance of Box on Opening: Fair.

Chocolate Coating: Dark.

Color: Good.
Gloss: Good.
Strings: Good.
Taste: Good.

Centers—
Vanilla Caramel: Good.
Nougat: Good.

Molasses Plantation: Good.

Chocolate Caramel: Tasted as if scrap was used.

Milk Chocolate Ting Ling: Good. Vanilla Cream: Good.

Vanilla Taffy Chew: Good.

Orange Cream: Good.

Peppermint Cream: Hard and dry.

Maple Cream: Good.

Chocolate Cream: Good. Lemon Cream: Good.

Assortment: Not up to standard of 50c candies.

Remarks: While this box of candy was good, it is not up to the standard of 50c chocolates. The assortment could be better, a few nut creams, a few nut clusters and a few hard centers would improve this box. Suggest a liner be used inside of the box. Boxes at this price use transparent wrappers, and a grass ribbon could be used.

Code 2P 33

Assorted Chocolates and Candies —No weight—\$1.19

(Purchased in candy store, St. Louis,

Appearance of Package: Good.

Box: Two-layer full telescope; white, loose wrapper printed in blue and embossed in gold; tied with a gold cord.

Appearance of Box on Opening: Very good.

Chocolate Coating: Bittersweet and

Contents of Box: Box contained chocolates, bonbons, jellies, mallows, nougat roll and fudge.

Bittersweet Coating-

Color: Good.
Gloss: Good.
Strings: Good.
Taste: Good.

Centers-

Raspberry Cream: Good.
Fudgemallow: Good.
Vanilla Butter Cream: Good.
Peppermint Cream: Good.
Coconut Paste: Good.
Jap Jelly: Good.

Chocolate Nut Fudge: Good. Cherry Cream: Good. Nut Nougat: Good. Vanilla Caramel: Good.

Opera Caramel: Good. Milk Chocolate Coating—

Color: Good.
Gloss: Good.
Strings: Good.
Taste: Good.

Centers-

Hard Nougat: Good.
Caramel Brazil: Good.
Jelly Mallow: Good.
Peppermint Cream: Good.
Cordial Cherry: Good.
Chocolate Fudge: Good.
Jap Jelly: Good.
Short Nougat and Date: Good.
Maple Pecan: Good.
Vanilla Cream: Good.
Vanilla Marshmallow: Good.
Nougat: Good.

Cream Pineapple: Good.
Vanilla Caramel: Good.

Home-Made Pieces—
Assorted Wrapped Caramels: Good.
(Continued on page 43)

Eric Lehman Chats on Assorted Chocolates

N analyzing assorted chocolates in this month's clinic we find a wide diversity in the pieces and packages being offered the public, especially in one-pound boxes of assorted chocolates.

We find all types of boxes, neatly packed and containing chocolates of good quality, selling from 25 cents to one dollar per pound. It is surprising to find the quality of chocolates selling at the lower prices. We observe this in some of the cheaper boxes which contain chocolates of as good quality as some of the eighty-cent and one-dollar boxes. For instance, we find dipped nut meats and nut centers of good quality in the 29 cent boxes, as well as in the higher priced packages.

Of course some of the cheap boxes contain the rankest kind of chocolates. With these the whole appeal is based upon price, size, and appearance. Manufacturers and distributors of this type of goods apparently are among those who believe the public does not appreciate quality in candies. They are attempting to capitalize upon the low price trend in present business conditions with little emphasis upon values.

In some of the 29 cent boxes, however, we find exceptionally good centers. In other box assortments in this price range we find some of the coatings we hear about that are selling at sixty to eighty cents the pound. Again, we find that some of these lower priced packages cannot be sold profitably at these prices.

The 29 cent price has become a very popular merchandising unit of sale. Although popular, it is proving none too profitable for many. The development of this box assortment is interesting.

These boxes started with the cheapest kind of plain printed newsboard boxes, with a rubber band around them. In a short time the same goods were packed in boxes with a fancy and good-looking top and Cellophane wrappers. It prob-

ably will not be long now till manufacturers will outdo each other and come out with extension edge boxes which will still retail at 29 cents a pound. These boxes are sold by the manufacturer at \$1.75 to \$1.85 per dozen.

The profit, if any, is not enough to keep any kind of a plant in business. It is another case of "dog eat dog." John puts out a box of chocolates at 29 cents. Jim figures he has to do the same to stay in business. Profit does not come into the picture.

Comparatively speaking, one dollar boxes of assorted chocolates are not selling well. The fast moving numbers are those priced at from 29 cents to 60 cents. Then add to that, the retail men say penny pieces and large bars are being purchased in quantities by the older people. It should be said that we find quality in many of the penny and bar lines. But, unfortunately, ten or fifteen cents spent on penny pieces will buy enough candy for the family.

As to the 25 cent and 29 cent packages, it will be interesting to see how long they will last, for most of them are being put out at a loss.

We find that a number of manufacturers that specialized in penny goods and bar pieces are putting out some packages at cheap prices. Package business is entirely different from penny or bar goods, and a reasonable profit margin is very important. A package business necessitates larger inventories, more expensive packing materials, advertising materials, box tops, etc. It means a greater hazard. Tops have to be bought in fairly large quantities. Then if the box fails to "go over," the tops have to be destroyed, along with other packing materials, advertising matter, etc., all of which is a total loss.

Repeat business is a vital factor in the success of a box assortment, once it is established, and to get repeat sales real value must be offered and maintained.

The Candy Clinic

(Continued from page 42)

Vanilla Butterscotch: Good.

Vanilla Caramel and Mallow: Good. Assorted Bonbons: Bad; dry, hard and discolored.

Marshmallow Jelly Crystallized:

Pecan Nougat Roll: Good. Nut Mallow: Good.

Chocolate Nut Fudge: Good.

Vanilla Nut Fudge: Good.

Red Daisy: Good.
Pistachio Roll: Good.

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Vanilla and Chocolate Caramel Nougat: Good.

Wrapped Nougat: Good. Assortment: Very good.

Remarks: This box of candy is of very good quality and cheaply priced. Box was neatly packed and made a very fine appearance when opened. Candy was well made, assortment exceptionally large and well balanced. Bonbons were too hard to eat. Suggest bonbons be crystallized with a fine crystal, not coarse. This will keep them in good condition. Suggest box be wrapped in transparent cellulose.

Code 2Q 33

Home Made Chocolates—1 lb.—25c

(Purchased at a chain store, Chicago, III.)

Appearance of Package: Good.

Box: Buff mottled paper printed in dark blue; two-layer full telescope; tan grass ribbon, transparent wrap.

Appearance of Box on Opening: Good. Chocolate Coatings: Dark and milk.

Color: Good.
Gloss: Good.
Strings: Good.

Taste: Good for this priced goods.

Centers, Dark Coating-

Caramel and Cream: Caramel good; cream hard.

Mint Jelly and Marshmallow: Good.

Orange Cream: Cream good; flavor
had an off taste.

Vanilla Cream: Good.
Maple Cream: Good.

Vanilla Butter Cream: Good.

Molasses Plantation: Good. Cordial Cherry: Good.

Peppermint Cream: Good.

Centers, Milk Coating— Vanilla Nougat: Good. Orange Cream: Good. Vanilla Caramel: Good.

Assortment: Good for this priced

Remarks: This is a good pound box of chocolates at the price of 25c. Quality of candy was good, neatly put up, top layer made a good appearance, bottom layer looked a little empty, but for this price too much cannot be expected.

Du Pont Files Suit

A LLEGING infringement of Moistureproof Cellophane patents, the Du Pont Cellophane Company has filed suit against the Sylvania Industrial Corporation in the United States District Court for the Eastern District of Virginia, at Richmond. The manufacturing plant of the defendant is located at Fredericksburg, Va.

The bill of complaint alleges infringement of patents covering moistureproof material, moistureproof composition, apparatus for coating and method of coating, which include letters patent, 1,737,187, 1,826,696, 1,826,697, 1,826,698 and 1,826,699, all of which relate to the manufacture of moistureproof cellophane.

The allegations set forth that the Du Pont Cellophane Company has expended large sums of money in developing the inventions covered by the patents and in introducing to the public transparent moistureproof wrapping material and that the company is able to supply demand for the product.

It is pointed out that the material has been of enormous value to the public through having vastly improved the method of packaging such products as cigars, cigarettes, crackers, candies, nuts, fruits and foodstuffs, and articles of all description. This, it is asserted, has effected very large savings to the manufacturer of such articles and to the public in the method of packaging, in the cost of the package, and in the preservation of the materials or articles wrapped in the moistureproof sheets.

It is further alleged that the defendant, well knowing the plaintiff's rights in the matter, has been and still is making and selling transparent moistureproof sheets of wrapping material embodying the inventions claimed in the patents.

It is also alleged that the Sylvania Industrial Corporation has continued to infringe the patents of the plaintiff, despite the fact that notice of the infringement had been given and it had beeen requested to cease.

The bill of complaint is signed by L. A. Yerkes, president of the Du Pont Cel-



lophane Company, Inc.; J. Gordon Bohannan, of Petersburg, Va., solicitor for the plaintiff, and William S. Pritchard, C. H. Biesterfeld and Hugh M. Morris, of counsel for the plaintiff.

Suit on the same patents was filed early in 1933 against the Sylvania Industrial Corporation of Delaware by the Du Pont Cellophane Company, Inc. Subsequently the Delaware corporation was dissolved and the defendant reincorporated in Virginia. Its manufacturing plant is located at Fredericksburg, Va.

Union Buys Greenfield Plant

THE Union Confectionery Machinery Company of 318 Lafayette Street, New York City, has just consummated the purchase of all the machinery and equipment now located in the E. Greenfield's Sons plant at 107 Lorimer Street, Brooklyn, N. Y. Until recently, this plant was the main factory of Candy Brands, Inc. The manufacturing rights, trade names, good-will and other assets of the Greenfield Company were recently taken over by Henry Heide, Inc., of New York.

The disposal of all the plant's equipment will take place immediately. The Greenberg Brothers have extended an invitation to the trade to visit the Greenfield factory and inspect any of the equipment they may be interested in. The machines are said to be in perfect working condition and it is expected that most of them will be quickly disposed of. Included are some special types of equipment never before made available to confectioners through these channels.

Weicker Heads Essential Oil Group

HERMAN G. WEICKER, vice-president of Dodge & Olcott Company of New York, was elected president of the Essential Oil Association of the U. S. A. at the annual meeting of the organization held on January 10th at the Hotel Astor, New York. Dr. Eric C. Kunz, executive vice-president of Givaudan-Delawanna, Inc., was elected vice-president, with Frederick W. Stichweh, secretary of James B. Horner, Inc., as secretary and treasurer.

In addition to these officers the Executive Committee of the association will include A. D. Armstrong, secretary of Fritzsche Bros., Inc., and Joseph B. Magnus, vice-president of Magnus, Mabee & Reynard, Inc.

Western Association Holds "Strictly Business" Convention

HE programs and sessions of the eighteenth annual convention of the Western Contioners' Association, held in San Francisco, February 6-9, clearly reflected the times, its spirit and its

The social activities of the convention were few, simple and inexpensive. Sessions began promptly at the hours for which they were announced with the full membership of the convention on hand. The speakers were chosen for their ability to present the maximum quantity of sound information on the critical and complex problems that face the confectionery industry in general and the Western industry in particular in 1933. They spoke to an attentive, if rather small, gathering of men and women with a newly found or re-discovered respect for and interest in facts and figures, relating to their economic survival as individuals and the welfare of the Western industry.

Due to the fact that President (1932-33), J. Dudley Roberts of Seattle, Washington, is convalescing from a serious but apparently successful operation, he was unable to be in San Francisco to preside at the convention. His place was taken by First Vice-President (1932-33), O. J. Freeman of Portland, Oregon.

The convention's high point of interest and value centered in the address of Arno E. Sander, President of the National Association, who journeyed from York, Pennsylvania, to San Francisco to be present at the Western gathering. Mr. Sander spoke on "New Tax Phases in the Industry." In his talk he discussed in detail the difficulties that the National Association met last year in Washington, D. C., when Congress was discussing the sales tax and both the House and Senate had singled out candy as an item for unfair and ruinous taxation.

In conclusion Mr. Sander briefly reviewed the work that is being done in cooperation with the Inter-State Commerce Commission to obtain lower freight rates on confectionery, and announced the good news that he had just received a telegram to the effect that, in and between California, Nevada, New Mexico and Utah confectionery had been given a fourth class rating. Formerly it was in the second class.

The second special speaker was S. L. Kedierski, of the United States Department of Commerce, who came to San Francisco for the convention. Kedierski made three talks: "Meeting the Small Order Problem in the Confectionery Industry," "Meeting the Economic Problem in the Confectionery Industry," and "Some Aspects of the National Drug Store Survey."

This speaker's recommendations for the Western candy manufacturers were that more attention be paid to cost accounting, that unprofitable lines be discontinued, that effort be concentrated on creating increased profits on such items as have possibilities in this direction, and that advertising appropriations and programs be worked out on a sound basis, rather than being abandoned in haste and panic.

Reporting for the six zones of the Western territory were: Leon Sweet for Utah and Idaho, A. C. Baker for Colorado, E. A. Hoffman for Los Angeles and Southern California, Richard I. Stone for San Francisco and Northern California, and Harry E. Brown for Puget Sound and Washington. On the whole, their reports indicated that activity and markets in the West are still "spotty" and uncertain, but the consensus of opinion was that the "low point" of the depression was passed last July. The prediction was made that the latter months of the year will see a uniform and definite, but slow movement toward recovery.

The zone chairmen also drew attention to the fact that state legislatures in the West, with a view to increasing diminishing or non-existent state revenues, would pounce upon candy as a likely item for high taxation. Several states, indeed, already have such tentative plans under discussion. But as yet the plans have not gone beyond the tentative discussion stage so no definite counter plans could be put forth.

A fourth feature of the convention was a sales forum, conducted by Alfred Beaudry of Los Angeles. The working basis of this forum was twenty-two questions, covering various trade and sales practices and policies, which were discussed informally in the round table manner.

Edwin Bates, connected with the United States Department of Commerce, at San Francisco, Bruce M. Mace, connected with the same department, at Los Angeles, and F. T. Letchfield, Vice-President of the Wells Fargo Bank, San Francisco, completed the list of speakers. These speakers discussed general economic and business conditions. Their data and conclusions also tended to show that, while the economic and financial machinery still moves slowly and haltingly, the low point of the depression is well passed.

So far as the Western candy industry is concerned these speakers recommend intensive cultivation of Western and markets to the point of manufacture. The value of well planned advertising and educational campaigns was again stressed, and also the value of cooperation within the industry.

The Western convention closed with the customary election of officers. The new officers are as follows: President, O. J. Freeman, Candy Products Co., Portland, Ore.; 1st Vice-Pres., John E. Mc-Key, Euclid Candy Co., San Francisco; 2nd Vice-Pres., G. Harold Thompson, Candy House, Seattle; Treas., Harry E. Brown, Brown & Haley, Tocoma.

Walter Baker Publishes New Confectioners' Hand Book

The technical service department of Walter Baker & Company, Inc., have published a new Confectioner's Hand Book.

This 20-page book, the result of technical researches into chocolate and its manipulation, was prepared by Dr. H. L. Borg, director of this department of the Baker company.

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It analyzes, simply and authoritatively, such important problems as the selection of coatings for various types of centers, their proper handling, where to obtain them, how to attain consistently satisfactory results from their use, together with their classification and description. The book lists nineteen popular varieties of centers and for each center provides ten or more suggested coatings to meet the requirements of every class of trade.

The material in this hand book is indexed so that confectioners may find the information they seek without loss of time.

Confectioners may obtain a free copy of this book by writing to Dr. H. L. Borg, at Dorchester, or to General Foods, 250 Park Avenue, New York, N. Y.

Production Club of Chicago Elects H. J. Thurber President

At the annual meeting January 18 of the Candy Production Club of Chicago the following officers and directors were elected for the year 1933:

President: H. J. Thurber, Field Representative, White Stokes, Inc.

Vice President: Leonard Coates, Supt. Archibald Candy Corp.

Treasurer: John E. Clarke, Runkel Bros.

Secretary: W. M. Krafft, Meinrath Brokerage Co.

The directors elected consist of the officers and Past President Walter Whitehead, John Taylor, Fred Streit, O. P. Kaut and Paul Semrad.

Mr. Thurber is one of the most popular and best known salesmen in the Chicago territory which he ably covers for White-Stokes, Inc. He was one of the founders of the Club and has served as Chairman of the Chicago Sweetest Day Committee and as promotional chairman for the National Confectioners' Association. For the past twelve years Mr. Thurber has devoted himself unreservedly to the best interests of the industry.

The Candy Production Club has just closed its most successful year, showing a 30 per cent increase in membership.

A Viewpoint on the Excise Tax Question

We present this letter written by Mr. Drury, President of Schall's, Inc., Clinton, Iowa, as the attitude of at least one manufacturer on the present Excise tax situation in Washington. The following letter was written in answer to a letter sent by the National Confectioners' Association appealing for funds for fighting a further increase of the Excise tax.

Feb. 11, 1933.

Mr. A. E. Sander, President, National Confectioners Ass'n, York, Pa.

Dear Sir:

Replying to yours of the 31st, with questionnaire and appeal for assistance to finance a campaign to prevent Congress from increasing the present excise tax on candy.

I know that every group of business men in the United States is pulling "this way and that way" at Congress, and it would look like the sensible thing for the candy industry to do likewise.

However, what is the matter with the Government of the United States today is that the candy industry wants them to do this for them; someone else wants them to do that for them; and so on.

Our Representatives could be the bravest, noblest men in the world, but under the existing conditions of lobbies, special privileges, and folks back home, they must get discouraged trying to do anything for the United States as a whole and finally give up and say, "Everybody is getting all they can get, so I am going to get all I can get." Regardless of how honest they were when elected, they will be swayed away from the things they know to be right and you cannot blame them.

If you are going to spend any money at all you should spend it to relieve the Government of the influence of this click, that group, etc. We would then be very willing to stand our share of the expense toward backing up the Government of the United States, but we have no money to give toward further breaking down the morale of our Representatives.

I feel the trouble with our Gov-

ernment today lies at the door of the Confectioners' Association, Grocers' Association, and what not, and the sooner they realize something must be done to allow the men running our Government to run it for the "whole people" the sooner we will get good Government and reduced taxes.

With reference to the present 2% excise tax. It would have been better for the candy industry had the excise tax been made 5% instead of 2%. In case it would have been 5% manufacturers would have added the tax to their selling price; as it was they absorbed the 2%—just another way of reducing their net profit.

If we are going to have a tax at all, we should have one large enough so that the manufacturer will add it to his cost, but nothing less than an additional 5% will cause him to do that, that is a total of 7%. If the tax is added it will then advance the prices and add to the dollar volume, provided, of course, that it does not react in diminishing sales, which I do not think it will.

If there is anything the candy business needs now it is higher prices—a larger volume in dollars and cents. Taxes should be added and shown as part of the cost of the merchandise.

It is about time that business should organize itself into something similar to the Fascists' organization of Italy, which puts country ahead of self, greed, clicks, groups. These must give away to real patriotism, if this country is to be saved from chaos.

Trusting to hear from you, we are, yours truly,

SCHALL CANDY Co., W. C. Drury, President.

Everyone interested in the industry is invited to attend the meeting on the first Monday night of each month.

The Club's annual Ladies' Night and Theatre Party will be held February 17, including a buffet supper after the show-

Profitless Distribution and The New Cooperation

What Grocery Manufacturers Are Doing to Improve Conditions

By PAUL S. WILLIS

President, Associated Grocery Mfgrs. of America

An Address at the Annual Convention of National Wholesale Grocers' Assn., Chicago, Jan. 24, 1933



ONE thing this depression has done is tend to destroy artificial values and to restore the old type of human relationship once more—

bringing all people closer together again.

Perhaps necessity has been the father of this improved relationship. But I like to think that instead it has been promoted, by a beneficial growth in character and by a restoration of our ideals, demanding something more out of life than profits alone—demanding in addition the pleasure that comes to us from the knowledge that we are building soundly and well—with consideration for the other fellow and that because of our policies and practices, the business world in which we live is just a little bit better because of our presence.

Never before was there a time when cooperation between all manufacturers and all distributors was so badly needed as it is today. Throughout the entire grocery industry we are surrounded by destructive practices.

No one factor or group has the power to destroy other factors or groups without its own acts insuring self-destruction.

No theory or practice of economics ever justified a needless destructive act.

No one with a shred of regard for this country and the welfare of its people or for the standards of ethics in conduct, which are the result of whatever civilization we have thus far achieved can countenance destructive tactics.

Consequently, I am before you to plead for the aggressive cooperation of all groups and factors which will end the prevailing unsound vicious, destructive state of affairs which is affecting to some extent, every single firm in the industry, the industry as a whole and the Nation itself.

In bringing this message to you, I know in advance that I have your endorsement, for it is my privilege to know so many of you personally and, therefore, to appreciate your constructive viewpoint. However, this is a general message and there are some among all groups in the industry who because of their apathy or their lack of courage or vision, fail to see the dawn of a new era in business practices and in the relationship that should exist between manufacturers and distributors.

I know that your association cannot speak for all wholesalers just as I know that my association cannot speak for all manufacturers. Nevertheless it is essential that the far-sighted, constructive firms throughout the grocery industry must use their influence to the fullest extent upon those more backward firms, in order that progress be made.

In connection with this thought let me also suggest that there will never be a time when all firms in the industry will work in a spirit of proper competitive cooperation, but as long as a vast majority of firms in the industry do so, then the destructive acts of the few will not affect the sound policies and practices of the many.

For nearly a year and a half the Associated Grocery Manufacturers of America have put forth the strongest efforts to provide educational leadership throughout the industry and to use the influence of its own members in helping to solve the problems of "Profitless Distribution."

For the great problem of our industry is the uneconomic "price situation."

There is volume sufficient for everyone. Our industry is in better shape from that standpoint than is probably any other industry in the United States. It is only uneconomic price-merchandising and all the tactics surrounding this practice that seriously endanger the profit situation of every manufacturer and distributor.

Profitless Distribution Due to Distributor Competition and Manufacturers' Practices

Recently our Merchandising Committee published a study on "Profitless Distribution" a copy of which was mailed with a letter to every wholesale, chain and voluntary chain grocer in the United States.

In this study we dealt with the general causes and recommended what manufacturers could do to improve the existing situation.

A Glance at Grocery Manufacturers— Wholesalers Elect 1933 Officers

WING to the close relationship existing between the grocery and confectionery industries, manufacturing confectioners may well be interested in the progress made by the food manufacturers with their distribution problems, which are almost identical in both industries. The accompanying discussion by Mr. Willis at the recent Wholesale Grocers' Convention reveals what grocery manufacturers are doing toward decreasing profitless selling.

The following are the 1933-34 Officers and Executive Committee of the National Wholesale Grocers' Association:

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President—Milton W. Griggs, Griggs, Cooper & Co., St. Paul, Minn.

Vice Presidents—Winthrop C. Adams, Rival Foods, Inc., Cambridge, Mass.; Henry King, King Dobbs & Co., Chattanooga, Tenn.; Charles B. Jordan, Jordan Stevens Co., Minneapolis, Minn.; C. P. Meredith, Steele & Meredith Co., Springfield, O.; Sylvan L. Stix, Seeman Bros., Inc., New York City, N. Y.

Treasurer—E. Franklin Brewster, Brewster Gordon Co., Rochester, N. Y.

Executive Committee—John Symons, Jr., Symons Bros. Co., Saginaw, Mich.; August Gilster, General Grocer Co., St. Louis, Mo.; Campbell Sewell, Gordon Sewell Co., Houston, Tex.; Frank Brewer, Western Grocer Co., Marshalltown, Ia.; O. H. Dietz, Collins-Dietz-Morris Co., Oklahoma City, Okla.; B. B. Fox, Fox Grocery Co., Charleroi, Pa.; Harry B. Finch, Nash-Finch Co., Minneapolis, Minn.; Alex Furst, Jobst-Bethard Co., Peoria, Ill.; J. D. Godfrey, E. R. Godfrey & Sons Co., Milwaukee, Wis.

The summary findings of our Merchandising Committee include: It is our belief that INTER-DISTRIBUTOR COMPETITION IS THE PRIMARY TRADE CAUSE OF PROFITLESS SELLING.

Unhealthy inter-distributor competition can be traced to three underlying trade causes:

- 1. A difference in operating cost.
- 2. A difference in cost price of merchandise.
- 3. An excessive number of distributors.

Item 1: The manufacturer cannot in any way change the relative operating costs of various types of distributors.

Item 2: The difference in cost price of merchandise—Such difference can be attributed to the following practices:

- a. Secret rebates.
- b. Improperly devised and controlled deals.
- Advertising allowance or other allowances which are disproportionate to the specific service rendered.

 d. Improperly controlled or devised quantity discounts.

Item 3: Excessive number of distributors, and we might include also, excessive number of manufacturers-There the manufacturers and distributors have equally contributed. Because some manufacturers have felt they could not secure fair and reasonable sales cooperation in some markets, manufacturers have to some extent encouraged and partially developed new distributing outlets. By the same token, distributors have believed it was to their advantage to develop new manufacturing sources to supply them with the brands they The types encouraged by both have not been of the best, resulting in an already overcrowded industry becoming further overcrowded by inefficient and unnecessary manufacturers and distributors. We must bear in mind that the manufacturers are going to sell their merchandise. Their preference naturally will be through the regular channels.

Grocery Manufacturers Are Working to Improve Distributor Profits

The Associated Grocery Manufacturers of America have gone on record that:

- We are opposed to the sale of merchandise at prices less than the cost of merchandise, plus the distributor's operating cost, plus a profit.
- We urge upon each of our members the elimination of unsound practices that lead to profitless distribution.
- We urge the continuance of educational work among manufacturers and distributors against profitless distribution.

In bulletin after bulletin to our members we have brought these points home and I am happy to say that this study carries not alone the unanimous endorsement of our Board of Directors but of our individual members as well. I tell you this that you may have confidence that a vast majority of our manufacturers are responding to the leadership of this association and are putting forth their sincere efforts to improve "Profitless Distribution."

During the month of September, 1932, we made a survey among our members to determine exactly what they were doing. We found that 85 per cent were putting forth an effort to improve distributors' profits and 67 per cent reported that some improvement had been accomplished.

It is particularly gratifying to note that distributors were responding, for these same manufacturers advised us that they were receiving increased economic cooperation from more than half the trade.

This is, of course, absolutely essential if further progress is to be continued. Any problem embracing manufacturers and distributors is mutual. Probably neither manufacturers nor distributors acting alone can accomplish an improvement. If manufacturers put forth the effort, distributors must immediately respond with increased support, otherwise progress cannot be made.

Furthermore, I would like to suggest that no cam-

paign can be instantly successful. There may not be any less price-cutting now than existed two years ago, but there is less price-cutting than existed one year ago, so we can point to a definite improvement. Also, today manufacturers and distributors are entirely conscious of the evils of this method and such an awakening is responsible for the gains which have been made. Such awakenings must necessarily precede improvements. The transition from a profitless state to a profitable state must be gradual, for an abrupt change might upset the balance, and might result in severe losses to the manufacturer, which would result in a curtailment of effort on their part to improve conditions.

Let us all take heart that progress has been made.

Last Fall we sent out a questionnaire to leading distributors, and two-thirds of the chains and wholesalers and three-fourths of the voluntary chains reporting advised us of some improvement in distributors' profits.

A Program for Distributors to Reduce Profitless Distribution

In conclusion I would like to bring some thoughts to you as to what the distributor can do individually and legally to modify profitless distribution.

 Distributors can show less interest in "price-merchandise" and more interest in promoting the sale of quality brands.

The demand for "price-merchandise" even when public interest in "price-merchandise" was at its greatest, was exaggerated by the industry as a whole. Fortunately the trend is now distinctly away from cheap goods but distributors can hasten the movement by featuring fewer and fewer "price" items, and pricing to show a reasonable profit.

2. What applies to "price-merchandise" applies equally to private brands merchandised as "price-merchandise." This has nothing to do with the right of any distributor to feature his own private brand, and only deals with the utilization of undue price advantage. One conclusion, the truth of which is incontestable is that no one ever built a business on an exclusive price basis, and business that is "bought" is only temporarily secured

so long as the buyer makes a sacrifice of profits. Furthermore, manufacturers will not stand by

idly and witness the loss of great volume due to demoralized price-cutting, but when necessary will, as they already have done, meet price with price.

 The purchasing power of the American people has diminished. Consequently, generally speaking, no old established organization can hold its former peak volume.

So I suggest that you content yourself with your share of the available volume—seek to make a profit on that volume. Further drastic pricecutting, even selling with profit, probably will not secure the lost volume.

4. With reference to loss leader merchandising, I suggest that you do not endeavor to duplicate every competitor's loss leaders. The practice of the most successful firms establishes that from four to six low price items are sufficient to establish successfully the reputation of any store as an economical source of supply. Limit the number of items used at any one time. Do not convert any products or brands now sold at a reasonable profit into loss leaders.

In that way the extremes of loss leader merchandising will be controlled.

5. One must give to receive. Again I suggest that to receive cooperation from manufacturers, one must give cooperation in return. That cooperation in this case is stronger merchandising effort to offset the manufacturer's loss of some price advantage for his goods.

In these suggestions which I bring to you, I do so with the thought that they are general in nature and under the circumstances could neither be complete nor cover all situations. They have been prepared in a spirit of humility and are offered with the belief that this summary might stimulate thought and be of service to the recipient from that angle. They are offered in a spirit of cooperation to complete the other studies of AGMA and in the hope that they will stimulate thought and action leading to an improvement in the existing state of affairs.

Technology Before Technocracy

(Continued from page 21)

ciple—namely, actual power-production and energy-expenditure, deduced from statistics. On such a basis, the community of men and souls under Technocracy must be a quantity proposition always, that moves toward mechanized standardization of human affairs and intercourse as well as of industry—possibly a highly

efficient material and energy state but inevitably the dullest and stupidest of worlds for freethinking mortals to live in. So, perhaps, we are right in asking for better Technology in industry before we go the whole-hog of the prophets of Technocracy—the simple precaution of looking before we leap at the chasm in the path that even angels may well fear to tread.

(To be continued in March issue)

New Trends in Management

Following are briefs of addresses delivered at the annual Personnel Conference of the American Management Association, held at the Palmer House, Chicago, February 6, 7 and 8, 1933.

Industry Faces Compulsory Unemployment Insurance

N his address before the Personnel Conference of the American Management Association, Mr. Sam A. Lewissohn, Vice-President and Treasurer of the Miami Copper Company and Vice-President of the Tennessee Corporation, warned that "compulsory unemployment insurance is coming and business men should make up their minds to do something about it."

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Saying that he was not venturing an opinion "whether compulsory insurance legislation requiring the setting up of unemployment reserves is desirable," Mr. Lewisohn declared that such insurance under certain conditions "could prove a very useful palliative, though of course not a cure, for meeting conditions which seem inevitable under our present society.

. . . But, if the medicine is not to be worse than the disease we must decide just how it is to be administered . . . it is deplorable that business men in imitating the ostrich are abstaining from participation in guiding this legislation or even from devoting any serious thought to it."

Different Types of Unemployment

Here Mr. Lewisohn made the distinction between what he terms "fair weather unemployment" and "hard times unemployment," defining the first as that occurring each year in seasonal trades and because of labor saving devices. Without naming the champions of technocracy, he referred to "the extravagant claims that the machine has created a permanent pool of unemployment" and declared that "such forebodings of imaginative statistics will probably prove as sound as Malthus' fears that the population will outstrip the food supply of the world." He also placed in the fair-weather class, unemployment in such casual trades as

the longshoremen and in obsolete industries, and pointed out that each of these have in common the fact that when their workers are idle, though it may take an unnecessarily long time due to the lack of employment facilities, the men can ultimately find jobs.

Since distress is apt to be much milder during fair-weather unemployment because the number of the unemployed "is but a small fraction of those who find themselves out of work during hard times . . . the depth and breadth of these two problems vary to so great an extent as to make them different not only in degree but in their very nature. The one is a great social tragedy which menaces our entire economic system, the other a localized temporary disaster. One is individual sickness, the other an epidemic."

The Need for Providing Unemployment Reserves

With this distinction clearly determined, Mr. Lewisohn concentrated his arguments on the need for providing unemployment reserves for long depression periods and the machinery by which such reserves can be built up.

First among these, in the opinion of the speaker, is the necessity of requiring long period of "waiting time," a probationary period after a worker loses his job during which no benefits are paid to him and when he must live on whatever provision for the future he has been able to make. This, Mr. Lewisohn insisted, is a "pivotal provision in any insurance scheme. . . . "There is," said the speaker, "a maximum amount of premium that industry can afford to pay and this will go much further in relieving real distress if it is not dissipated during periods of minor distress. You can usually buy a surprisingly large amount of major risk protection by rigorously eliminating

any attempt to protect the minor risks. This is a well recognized principle in other forms of insurance such as accident and health."

Warning his hearers against schemes which would dissipate the effectiveness of insurance reserved through disbursements for "fairweather" unemployment, Mr. Lewisohn suggested that perhaps 60 days might be allowed to elapse before an unemployed worker should be entitled to draw relief, since "it is decidedly more important to provide benefits for an adequate period during the year than to start payment of benefits after a comparatively short period of unemployment. . . . Most insurance schemes in this country have provided a pitifully inadequate period of benefits when the needs of a long depression are considered. The highest scheme is only 16 weeks-and at the same time their waiting periods have been surprisingly short,-only two or three weeks. Now it is surprising how many more weeks of benefit can be purchased by a few weeks longer waiting period."

Anxious to prevent any misunderstanding by his audience. Mr. Lewisohn here explained that he was not advocating any relaxation in efforts to persuade employers of the advantages of preventing unemployment. "I am merely suggesting," said the speaker, "that the setting up of unemployment reserves is a most valuable method of taking care of emergency situations and that it is a pity to run the danger of impairing its effectiveness for this purpose by trying at the same time to use it for another purpose. It is something like allowing fire escapes to be used for sleeping porches. Fresh air is an excellent thing, but the fire escape is not an appropriate means for that purpose. There is always a temptation to use emergency apparatus for routine purposes."

Mr. Lewisohn told his audience that one of the advantages of a long waiting period lay in the lessening of any possible harmful effect of insurance on the mobility of labor, or the slackening of effort to "hustle and rustle for new jobs."

Cannot Prevent Cyclical "Hard Times"

Paying his respects to theorists who declare that compulsory insurance will provide a stimulus to lazy employers to induce them to regularize their industries to do away with unemployment, Mr. Lewisohn pointed out that "the hope that employers can exercise much influence to prevent cyclical 'hard-times unemployment' is fantastic . . . any idea of using employment

insurance as a preventive method is out of the question. It would be like endeavoring to use pills to cure earthquakes . . . we may as well scrap any attempt to use the insurance scheme as a vehicle to furnish inducements to stabilize and regularize industries. . . . To abandon as one of our main objectives protection against unemployment will perhaps shock some of those who have been worthy pioneers in advocating unemployment protection. . . . Yet, if the foregoing analysis is correct, this would seem incompatible with retaining the very large reserves that would be necessary adequately to meet the serious cyclical depressions."

In describing the machinery through which such reserves should be set up and administered, Mr. Lewisohn stated that in his opinion "the best plan would be to have the funds administered by each industry separately." "I am taking it for granted," he continued, "that it shall not be optional but shall be compulsory on each industry to provide this protection and to set aside and pay out proper reserves. . . I am also taking it for granted that there should be a joint contribution by the workers and employers and no contribution by the state. For if the state is a contributor it will be difficult to have the pools collected and administered by industries and this would involve the danger of having the insurance scheme turned into a relief scheme, as has been the case in England. . . . A state-administered pool always involves the danger of preserving dving obsolete industries. . . . It has been generally recognized by observers of European practice that the pooling of reserves has had unfortunate results.

Avoiding Pitfalls

"In legislation proposed in this country the tendency has been to provide that each employer should keep a separate fund and a separate pool. The danger is that this would mean, if our objective is the providing of reserves for unemployed workers during cyclical depressions, that the employees in a weak establishment would be thrown very much sooner upon the community than in a stronger establishment. . . . the best method is to reorganize each industry to act as separate administrative units. . . . However, many industries will find it difficult to work out their organization and the over-lapping will introduce perplexing problems. Where the practical difficulties are insuperable the only resource will be to make the individual establishment the unit."

In summing up, Mr. Lewisohn returned to his

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FREE to makers of JELLY PIECES and GUM TYPE GOODS

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Send Now. Test this new method on your own products

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- 4. A more natural product. Pectin is a native constituent of fruits.
- 5. Added tenderness. Exchange Citrus Pectin makes a "short" jelly.
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text, that "the alleviation of hard-times unemployment' is essential. The alleviation of the constant 'fair-weather,' seasonal and technological unemployment may be useful but is non-essential. The danger is that the latter,the non-essential-may drain the former, the essential, and fritter away our reserves. Therefore, a long waiting period is important."

And that in concentrating upon the alleviation of "hard times unemployment" and providing for a longer waiting period, during intense cyclical unemployment, the hindering of mobility is not so great a social or economic danger, nor is there as much danger of malingering.

Finally, Mr. Lewisohn reminded his hearers that "there is no phase of social legislation in which sharply determining our objectives is as important. . . . We must first clarify our minds and determine in what direction we are going. Having done so, we can be courageous without being foolhardy."

A Balanced Executive Personnel Program

OUND organization principles and their application to the individual company is the essence of any balanced executive personnel program," according to W. J. Donald, Partner of James O. McKinsey and Company and Vice-President of the American Management Association. "No amount of detailed personnel procedures, however scientific, can make up for the defects of improper organization structure or bad organization relationships," he stated.

Mr. Donald made a vigorous attack on the prevalent attitude that given capable men, the organization structure and internal relationships are unimportant. According to Mr. Donald, a bad organization plan and indefinite relationships of executive personnel will destroy the results of the most perfect selection of executive material.

A balanced executive personnel program, according to Mr. Donald, includes:

- 1. A clear-cut definition of the responsibilities
- and authorities of every executive position. 2. An accurate determination of the require-
- ments of each position. 3. Selection of executives with the capacities necessary for each position.
- 4. The establishment of proper relationships between executives, including the thorough understanding of responsibilities and authorities.
- 5. Determination of policies and their translation into a budget.
- 6. A program of executive development through personal coaching, through outside contacts and, to some extent, through formal training.
 - Compensation proportionate to results.

The important mistakes to be avoided, according to Mr. Donald, are:

- 1. Indefiniteness of the scope and degree of responsibility.
 - 2. Cross currents of authority.
- 3. Delays in decision regarding necessary executive changes.

4. Hesitancy about compensation adjustments as indicated by results.

5. Reliance on formalities of personnel procedure in place of the greater importance of potentialities of executive development in an organization situation that permits, stimulates and requires executive development through sound organization structure and organization relationships.

"It is apparent to any thoughtful observer that executive personnel problems have received relatively scanty attention," Mr. Donald said. "This is due partly to the prevalent attitude that major executives are born organizers, or the assumption that they would not be where they are unless they were able to choose, develop and organize executive personnel. It is also due in part to the fact that the personnel movement began with attention devoted almost entirely to the rank and file and that many personnel men have found it difficult to graduate upward into either junior or senior executive personnel problems. Despite the fact that the solution of many personnel problems affecting the rank and file depend for their solution on the adequacy of an executive personnel program during this depression, it is becoming increasingly evident that effective personnel administration embraces the whole range of general management.

In concluding, Mr. Donald said: "Without a sound organization and sound organization relationships adequately understood, even the most successful efforts at scientific selection of executive material or efforts at either formal or informal executive training can accomplish relatively little. The next decade will doubtless witness a rapid development of organization theory and organization principles without which mere technique of production, marketing, finance or personnel administration promises unnecessarily slim results. It is high time that organization principles should no longer be

taken for granted.

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OU are eager to build your sales profitably. You can do it by a consistent advertising program in The CONFECTIONERY BUYER. It will make sales possible at a lower cost than can be done without it. You can tell your story to 8,000 wholesale and large retail buyers in their only specialized publication at a page rate of less than 1c per buyer—unequalled in low cost by any other medium, direct mail or trade papers. And "The BUYER" completely covers the trade!

Here are the definite sales jobs The CONFECTIONERY BUYER will do for you:

- Make sales—i. e., do a mail-order business on specific items.
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- Sell prospects at times they are in the market to buy. Orders are less frequent today and smaller. Sales costs, therefore, must be less.
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- Prepare the way for your salesmen and back up their sales presentation.
- Present your sales message completely and effectively. The CON-FECTIONERY BUYER is given more reading time by candy buyers than they permit salesmen fully to present their line.

- Sell buyers on buying on basis of Quality, Turnover, Repeat Business and Profits.
- Build a preference for your line through consistent cultivation of the buyers and repeated sales impressions.
- Get preference at a price reasonably satisfactory to you—by emphasis upon values in your merchandise.
- 10. Increase your good-will and establish greater prestige in your line.
- 11. Keep present customers sold on standing and reliability of your house and line
- 12. Attract new, desirable distributors and large retail buyers.

THE CONFECTIONERY BUYER

Division of The Manufacturing Confectioner Publishing Co.

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Training Executives

XECUTIVES in the future must be able to organize, to evaluate, to discipline, to train, to lead, to interpret and to sell," Mr. John A. Stevenson, Vice-President, The Penn Mutual Life Insurance Company, said in speaking on Training Executives.

"Even a casual survey of the critical problems now facing business and industry will indicate that there is a very great need for effective and understanding leadership," he continued. "Leaders who will be called upon to assume great responsibilities will be those not only familiar with the problems of their own business but will have an intense interest in human welfare. One of their very great responsibilities and enjoyments will be the creation and the development of an effort which will enrich the lives of the entire personnel in the organi-Executives who will be capable of leadership will be those who are reasonably worldly-wise. They are not only going to be well informed in the technique of their own industry but are going to have a broad liberal education.

"Industries are going to be ranked in accordance with the attitude which they take not only toward scientific production in their individual industry but in the opportunities which are created for the production of real careers in their business.

"Opportunities for leadership in the future are not going to persons merely because they have served a decade or so in the business. Selection will be based on ability to contribute to the welfare of the business and to its success. Some of our difficulties in business and industry today are indirect results of incompetent leadership," Mr. Stevenson stated.

"Real leadership is going to mean a real understanding of the human relationship of the business to life. The old theory that a capable man would eventually train himself for effective leadership is fallacious. There has been many a good man submerged in an industry because there was no opportunity for self development. One of the most important functions of the executives of tomorrow will be the ability to direct and lead. In other words, the executive of tomorrow must be essentially an educator-a trainer. The function of developing human talent in business is of sufficient importance to demand the attention of the chief executive. Once employees recognize that they are not only going to have an opportunity to be promoted but are going to have a definite program for training themselves to receive this promotion, there is going to be developed in that business an intense loyalty which will go a long way toward the guaranteeing of the success of its management."

In concluding, Mr. Stevenson said, "Employers and employees must realize that a competent man selected for a position aids business. An incompetent employee and particularly an incompetent executive harms business."

Promotion for Pariente and Thiele

"R ECOGNITION of their years of meritorious servof their ice" is the reason given in a recent announcement by Runkel Brothers, Inc., for the promotion of Jashua Pariente and Herbert Thiele to vicepresidents of the company. This reward came to these two old timers when the company's Board of Directors made the announcement following their recent annual meeting. Mr. Pariente has been with the firm for over a quarter of a century while Mr. Thiele has been associated with the firm for 12 years. Both men are well known to the candy and ice cream manufacturing trades, particularly in the Metropolitan area which they contact.

Nulomoline Company of California Chartered

THE Nulomoline Company of California with offices at 203 California street, San Francisco, California, has just been formed to take over the company's activities on the Pacific Coast, according to an announcement recently made by the New York company.

At the same time, the formation of the American Molasses Company of California was also announced. The latter company will be located at the same address.

Branch offices will be maintained in Los Angeles, California, Portland, Oregon and Seattle, Washington.

Lamborn Sugar Calendar

A UNIQUE sugar calendar containing statistical data and information pertaining to the sugar industry in this country and throughout the world is being distributed by Lamborn & Company, Inc., sugar brokers.

The calendar provides for each day of 1933, the prices for raw and refined sugar effective the same date in 1932, the monthly and early averages, and the all-time highs and lows. It contains, among other useful and interesting data, the harvesting periods of the sugar crops in the various countries of the world and the probable dates when important trade reports for 1933 are to be issued by governmental and private statistical agencies.

Lovell & Covel Acquired by Necco

OF UNUSUAL interest to the candy trade is the announcement of the purchase of the Lovell & Covel Company by the New England Confectionery Company of Cambridge.

The Lovell & Covel name has long been associated with quality package goods. The New England Confectionery Company is one of the largest of the country's general line manufacturers. The merger will bring about a consolidation of the two companies' manufacturing departments. It is further understood that the executive and sales departments of the Lovell & Covel organization will remain intact.

Coignet Merges Selling Agency

Coignet Chemical Products Company have merged their agency in New York with the International Selling Corporation. The new name is International Selling Corporation. Coignet Chemical Products Division and their offices are at 70 Pine Street, New York City.

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Voneiff Heads Baltimore Club

JACK VONEIFF of the Voneiff-Drayer Company of Baltimore was recently elected president of the Manufacturing Confectioners of Baltimore. W. H. Everhart of the Everhart Candy Company is the club's retiring president.

Others elected at the January meeting were: Wm. H. Ponder of Mc-Dowell-Pyle & Co., Inc., vice-president, and Frank G. Uhlenberg, secretary-treasurer.

R. B. Farquhar Passes

COMPLICATIONS following an attack of pneumonia caused the death of Roger B. Farquhar, president of T. M. Duche & Sons, Inc., at his home on the morning of January 26th.

Mr. Farquhar "grew up" with the Duche organization. He started with the company 45 years ago and has directed and managed its affairs during a greater part of that time.

Services were held at the Campbell Funeral Church in New York, on Saturday, January 28th.

Magnus Chosen President of New York Board of Trade

P. C. MAGNUS, president of Magnus, Mabee & Reynard, Inc., and for two years chairman of the Drug, Chemical and Allied Trades Section of the New York Board of Trade, Inc., was elected to the presidency of the Board of Trade at its annual meeting held on January 12th at the Drug and Chemical Club, New York, Mr. Magnus succeeds W. J. L. Benham of the Otis Elevator Company, who has headed the board for many years.

Other appointments were Francis J. McDonough, president of the New York Quinine and Chemical Works, was elected chairman of the Drug, Chemical and Allied Trades Section, while S. W. Fraser of Burroughs-Wellcome & Company, Inc., and S. B. Penick were chosen vice-chairman and treasurer, respectively. The executive committee will be headed by Gustave Bayer, New York manager for Merck & Co., Inc.

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CORN SYRUP, UNMIXED PART I

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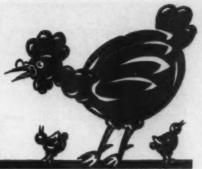
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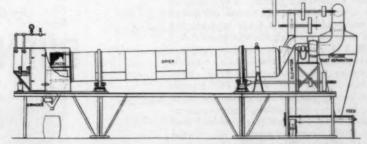
for drying sugar and glucose mixture used in producing Hard Pressed Mints

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The Hersey Mint Plant comprises a Hersey Hot Air Dryer with a dust recovery system. The fine sugar carried out on the air current is separated from the air in the cyclone and returned to the elevator. The dry mixture is discharged through a 12-mesh screen. The lumps falling to pass through the screen are passed through a grinder from which they join the fine sugar ready for use.

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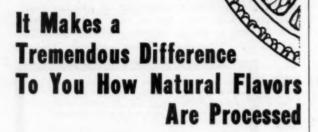
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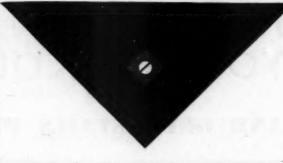
N selecting your concentrated natural citrus flavors bear in mind that only the oil-bearing flavor glands in the peel yield true, natural fresh fruit flavor the kind that is not subject to deterioration and that can be carried in a soluble vehicle. ISOLATE citrus flavors are made only from the flavor found in these oil-bearing glands. They contain no acids or pulp. The true oil flavor is removed from the fruit without the use of heat, through the exclusive F & J ISOLATE process which rejects terpenes and preserves all the subtle, volatile elements which constitute true citrus flavor. Thus the ISOLATE process guarantees you natural citrus flavor at its best — terpeneless, super-concentrated, uniform, soluble, practical and not made from terpeneless oil. Order trial gallons. They will please you.



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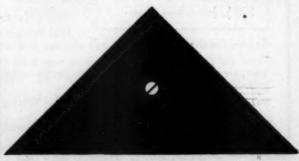
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MACHINERY FOR SALE

melting kettles, Racine depositors, Savage M. M. beater. Werner crystal cooked, Mills reversible caramel sizer, Smith scales, starch boards and other equipment. Nevin Candy Co., Box 5126 Terminal Station, Denver, Colo.

AUTOMATIC SUCKER MACHINES \$135.00. Rolls \$35.00 per set made to order. Automatic Candy Factories, 707 Security Bank, Toledo, Ohio.

FOR SALE-IN FIRST CLASS MEchanical condition: 1 large sized Starch Cleaner, riddle type; 1 Thomas Mills Shear Caramel Cutter, hand power; 6 sets of large brass drop frame hard candy molds; 1 20h.p. Motor, 1700 a.c. current; 2 Steam Kettles, medium size; 1 100-lb. capacity Savage Marshmallow Beater. Barager-Webster Co., 810 First Ave., Eau Claire, Wis.

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MACHINERY FOR SALE-BOILER, 1 h.p. Bartlett & Haywood, gas fired, 100 lbs. pressure. Address: T-6564, % The Manufacturing Confectioner Pub. Co., 1143 Merchandise Mart, Chicago, Ill.

SURPLUS EQUIPMENT-1,000 Starch trays, 161/2"x301/2"x21/2".

- 1 Snyder Hand Roll Machine with 100 travs.
- 1 Fondant Mixing Kettle, Belt Driven. 1 Power Driven Starch Buck.

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FOR SALE-RACINE IMPROVED AUtomatic sucker machine, latest type, dumbbell, and two for five cent and one cent round rollers. Address D-4320, % The Manufacturing Confectioner Pub. Co., 1143 Merchandise Mart, Chicago, Ill.

MACHINERY FOR SALE.

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> RACINE STARCH BUCK AND TRAYS. cream beater, caramel sizer and cutter, nougat cutter, four marble slabs, four National Equipment Co.'s chocolate mixers, open-fire copper kettles, etc. Address Winkler Candy Co., Duluth, Minn.

> FOR SALE CHEAP IN SMALL QUANtities or carload lot 10,000 good used starch trays formerly used at the Auerbach plant, also pan boards and carrying trays. Union Confectionery Machinery Company, 318 Lafayette street, New York City, N. Y.

> FOR SALE—COPPER STEAM JACKET kettles: 1 50-gal., 1 300-gal., 4 40-gal. tilting, 1 No. 2 Beach Russ Vacuum Pump, 1 1" Centrifugal Pump, 1 large copper tubular water jacket cooler or condenser for syrup or other liquids; 1 World and 1 Ermold labeling machine. Will sell cheap for cash. For details write C. E. Kafka, National Tea Co., 1000 Crosby St., Chicago, Ill.

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FOR SALE-PIECEMEAL-ALL MAchinery and equipment at Lowney Plant, 447 Commercial Street, Boston, Mass. This equipment is listed in our double page advertisement. See pages 12 and 13,

We are quoting real bargain prices to secure sales directly from floors of Lowney plant since everything must be removed within next month. You can arrange to inspect this equipment. Our representative will be on the premises daily. Do not miss this opportunity to purchase excellent machines at sacrifice prices.

Write or wire collect for prices and details to Union Confectionery Machinery Co., Inc., 318 Lafayette St., New York City, N. Y.

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MACHINERY WANTED

MACHINERY WANTED - RACINE caramel cutter. Must be good condition and a bargain, describe fully. Wood's Products Co., P. O. Box 4206, Dallas, Texas.

WANTED - MACHINE TO MAKE lozenges. Send details and price to B-2331, % The Manufacturing Confectioner Pub. Co., 1140 Merchandise Mart, Chicago,



MACHINERY WANTED

WANTED—HILDRETH PULLING MAchine, Form 1 Style B. Also American Candy Puller Confectioners' Model. Also Candy Kiss Model K. E. H. Harden, 489 E. Church St., Marion, Ohio.

MACHINERY WANTED—YORK batch roller, 6-ft. length preferred. Address E. A. Borg, 631 North Main St., Pueblo, Colo.

ONE TWO BAG PEANUT ROASTER, Burns or Lambert together with a cooler. One peanut blancher and one cleaning belt. Address A-1332, % The Manufacturing Confectioner Publishing Company, 1140 Merchandise Mart, Chicago, Ill.

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WANTED—A USED KISS MACHINE (hand power) for experimental purposes. Wanted a used Cut Rock Machine (hand power or motor driven). Address: Green's Candy Shop, 705 Hannibal street, Fulton, New York.

POSITIONS WANTED

CANDY MAKER, WORKING FOREman—All cream, hand roll, cast center, gum, marshmallow. Enrobe operator, chocolate man. References. Address B-2335, % The Manufacturing Confectioner Pub. Co., 1140 Merchandise Mart, Chicago, Ill.

POSITION WANTED

ALL AROUND CANDY MAKER DEsires position. A-1 hard candy man, cream work of all kinds, caramels, fudge nougat, etc. Also some experience on pan work. Familiar with modern equipment as well as small factory methods. Prefer position as working foreman or assistant superintendent. 20 years' experience, 8 years with present employer; 36 years of age. Address B-2334, % The Manufacturing Confectioner Pub. Co., 1140 Merchandise Mart, Chicago, III.

POSITION WANTED — FOREMAN.
Pan experience, chocolate, etc. Address
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Pub. Co., 1140 Merchandise Mart, Chicago, Ill.

EXPERIENCED PRATICAL CANDY maker with 25 years experience in the wholesale candy business wants position either as superintendent or sales demonstrator, calling on manufacturing confectioners. Have thorough knowledge of manufacturing all kinds of confectioner and have formulas for a complete line of 5 and 10c bar goods. Services available at once. Address A-1337, % The Manufacturing Confectioner Publishing Co., 1140 Merchandise Mart, Chicago, Ill.

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POSITION WANTED

SITUATION WANTED — I HAVE over 25 years experience as superintendent. Twenty years with one of the largest manufacturers in the United States. Three years with another large company in the east. Making all kinds of cream work, marshmallows, fudges, nougats, jellies, caramels, gum work and jujubes, hard candies, chocolates and pan work. Can originate new pieces, handle quality and quantity production, also help. Have knowledge of all types of machinery, including starch driers. Best references. Address A-1334, % The Manufacturing Confectioner Publishing Company, 1140 Merchandise Mart, Chicago, III.

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FORELADY

SITUATION WANTED—BY AN ALL around candy woman with many years' experience with a large manufacturer. Had full charge of dipping and packing chocolates. I am capable of working out new ideas in both dipping and packing. Will accept position anywhere. Address A-6613, % The Manufacturing Confectioner Publishing Company, 1143 Merchandise Mart, Chicago, Illinois.

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POSITION WANTED BY A THORough Chocolate and Cocoa man in the service or sales department of a manufacturer supplying the trade. Address: X-6594, care of The Manufacturing Confectioner Publishing Company, 1143 Merchandise Mart, Chicago, Illinois.

FINE ALL-AROUND RETAIL CANDY-maker, American, under 40, strictly sober, thoroughly experienced on full line highest quality retail candies; also ice creams, ices, sherbets, fountain syrups and supplies. Can also figure costs, buy materials, handle help. Go anywhere. Available at once to well rated firm. Address V-6581, % The Manufacturing Confectioner Pub. Co., 1143 Merchandise Mart, Chicago, Ill.

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WANTED — POSITION AS WORKing foreman, assistant superintendent or superintendent. I am a practical factory man having filled the above positions for the past eighteeen years in several large plants. My references are of the best. Age 34 years. American and married. At present employed. Address Y-6601, c/o The Manufacturing Confectioner Pub. Co., 1143 Merchandise Mart, Chicago, Ill.

POSITION WANTED—SUPERINTENdent any sized plant; take charge of manufacturing, handle help, figure costs. Can originate new goods. Give you quality and quantity production by modern methods. Address: U-6572, % The Manufacturing Confectioner Pub. Co., 1143 Merchandise Mart, Chicago, Ill.

FOR SALE-MISCELLANEOUS

PECAN HALVES WITH BROKEN parts, 52-lb. can \$10.90. Five lbs., \$1.75. Degermed nut cream sample No. 2½ can, 35c. Cashier's check or money order. Van Fleet Pecan Groves, Derry, La.

MEDIUM-SIZED MID-WESTERN plant desires services of candy maker, well versed in the production of bars and penny numbers. Must be able at least to appreciate manufacturing costs in producing such numbers. Give references and salary expected in first letter. Address B-2333, % The Manufacturing Confectioner Pub. Co., 1140 Merchandise Mart, Chicago, III.

WANTED — DESIGNING MECHANIC, preferably one who has had experience in designing new candy machines. Address B-2337, % The Manufacturing Confectioner Pub. Co., 1140 Merchandise Mart, Chicago, Ill.

WANTED — EXPERIENCED CREAM and jelly candy maker capable of handling production on steel mogul. Gurley Candy Co., 900 Third St. North, Minneapolis, Minn.

WANTED EXPERIENCED PAN MAN capable of making panned Easter eggs, jelly beans, and all varieties of pan work. Gurley Candy Co., Minneapolis, Minn.

WANTED—A REAL EFFICIENT CANdy maker. Address: B-6628, % The Manufacturing Confectioner Pub. Co., 1143 Merchandise Mart, Chicago, Ill.

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SALESMEN CALLING ON MANUFACturing confectioners wanted to handle exceptionally fine maple flavored concentrate as side line. This is a good, profitable item. Territories now opening. Address B-2338, % The Manufacturing Confectioner Pub. Co., 1140 Merchandise Mart, Chicago, Ill.

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SALESMEN WANTED—ONLY EXperienced salesmen to call on candy jobbers with new 5c bars and penny goods, on commission basis. State territory now covering and line carried. Max Glick, Inc. (a new company), Cleveland, Ohio.

EXPERIENCED PACKAGE GOODS and specialty salesman is open for line in Metropolitan New York territory. Commission. Highest type of representation. Must be line of merit. Address A-1331, % The Manufacturing Confectioner Publishing Company, 1140 Merchandise Mart, Chicago, III.

A CANADIAN CONFECTIONER MANufacturer with modern factory and equipment and distribution throughout Canada is interested in procuring advertised quality 5c bars or other package lines to manufacture on a royalty basis. Address B-2338, % The Manufacturing Confectioner Pub Co., 1140 Merchandise Mart, Chicago, Ill.

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